AUGUST, 1958 2s. 3d.

Personnel Management & Methods

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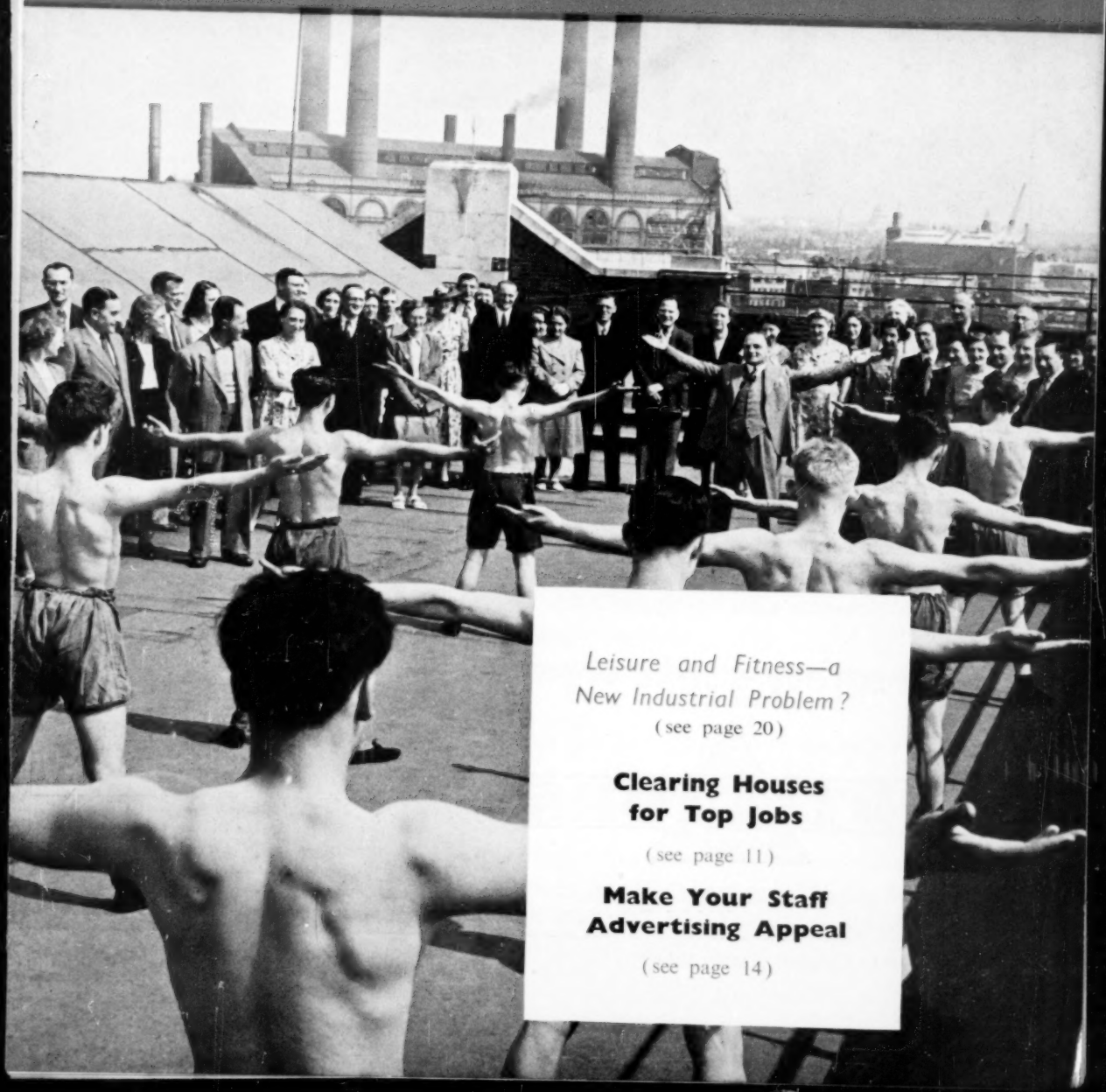
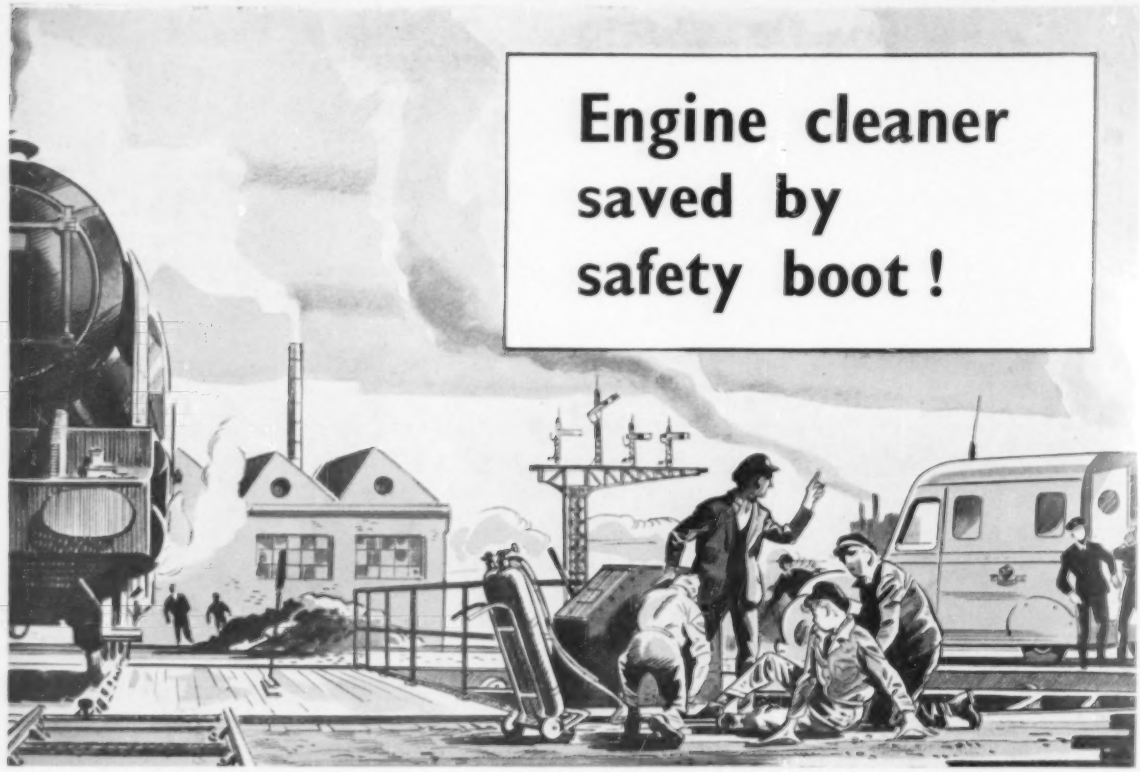


Leisure and Fitness—a New Industrial Problem?
(see page 20)

Clearing Houses for Top Jobs
(see page 11)

Make Your Staff Advertising Appeal
(see page 14)



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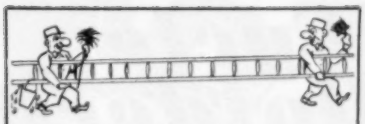

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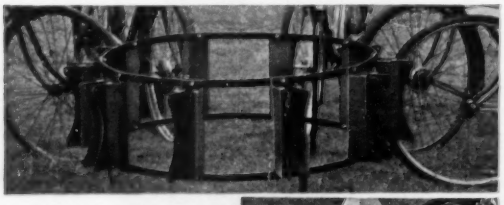

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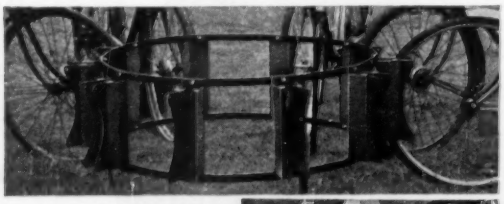

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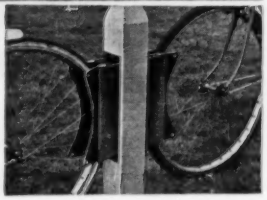

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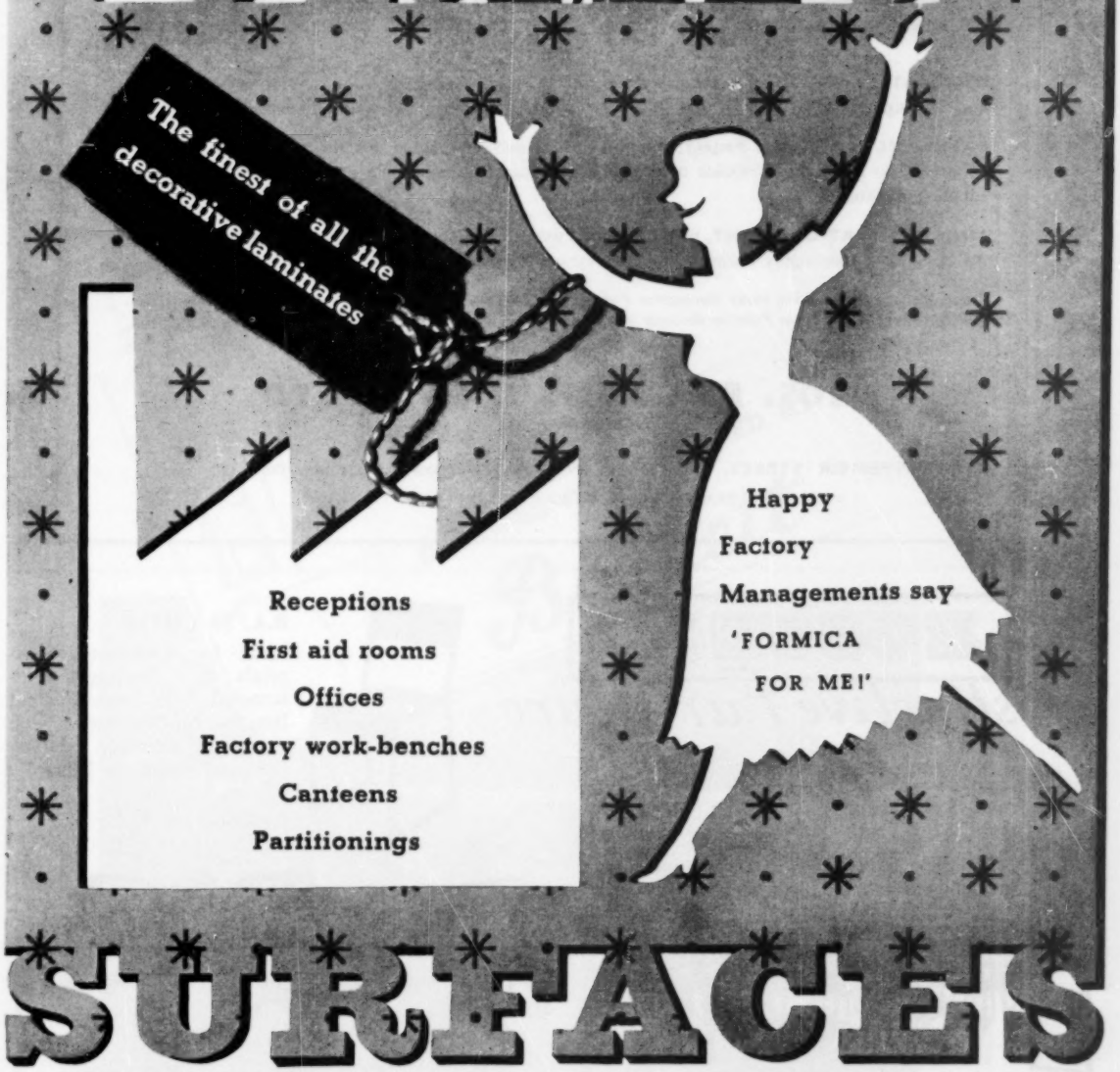

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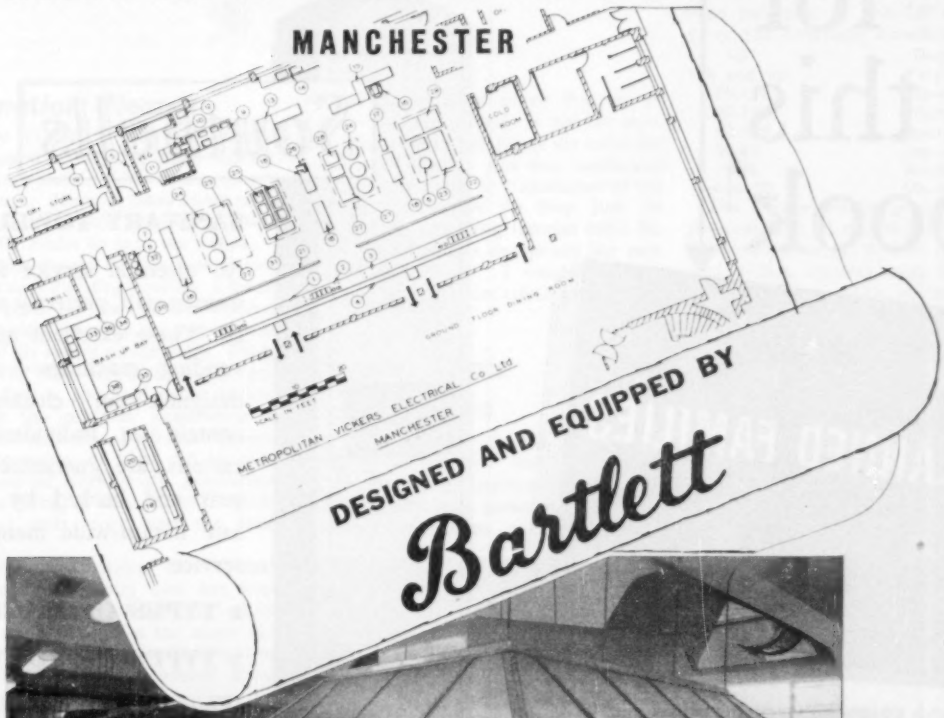

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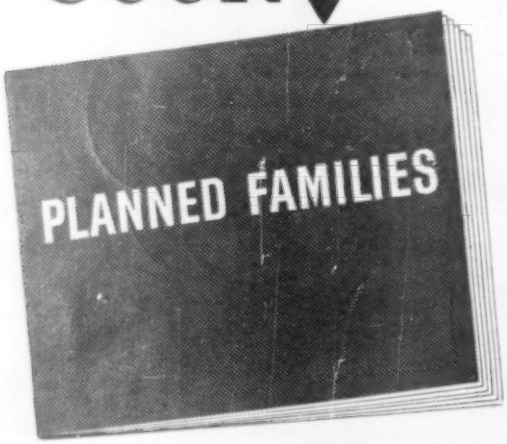

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Point Counter Point

Information Please

IN the U.S.A. a man can earn a pound of steak in under half-an-hour and in 4,300 hours earn a small house. Here, it takes much more than an hour to earn a pound of steak and 10,900 hours to earn the house.

So begins a news release introducing *Cutting Costs For Productivity*, a booklet published by the British Productivity Council based on the papers read at one of its recent conferences. Firms looking for ideas will find plenty here, for it offers a comprehensive review, based on the practical experience of leading industrialists, both management and trade union, of what can be done by the use of work study, production control, costing, quality control, variety reduction, shift work and the team approach.

The foreword states that British manufacturing industry now has fixed assets worth £18,500,000,000 of which 38 per cent is less than ten years old, which leads me to ask for information on something I have wondered about for a long time. It is this.

Each year nearly every firm deducts from its gross profit anything from 10 to 20 per cent for depreciation of plant. To me, this would appear to mean that in theory anyway all industrial plant should be renewed every five to 10 years. As this patently is not the case, what happens to the funds set aside for renewal of plant? Are they swallowed up by rising costs, or transferred to the general reserve, or do they just lie vegetatively acquiring interest until the management thinks the prices for new plant are falling? I would be very grateful if any reader could give me the answer.

"As you can see, there will soon be plenty of room at the top."
(American Management Review)

Morons, Idiots and Imbeciles

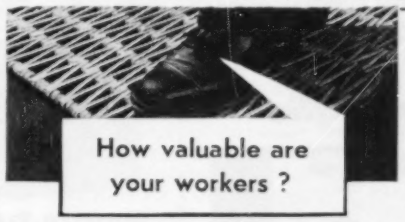
ALTHOUGH the I.Q. test is primarily for use in schools, industrial psychologists in the U.S.A. report that personnel officers in industry are often asked by other executives about the I.Q. of employees.

Refreshing our memories before we go any further, we will first state that Intelligence Quotient is arrived at by dividing the mental age by the chronological age and multiplying by 100. By this process, the 1 per cent who score above 140 are classified as geniuses or near geniuses. The following table gives the complete classifications:

IQ	Description
140 and up	Very superior
120-139	Superior
110-119	High-average
90-109	Average
80-89	Low-average
70-79	Borderline
Below 70	Mental defective

The biggest single group (about 46 per cent) are, of course, to be found in the average range, 90-109. About 3 per cent (U.S.A. figures) score below 70 as follows: morons (I.Q. of 50-69), imbeciles (20-49) while those below 20 are classified as idiots.

Coming at last to the point of all this, American industrial psychologists have found that sometimes a moron who learns the social graces and how to keep his mouth shut can sometimes achieve considerable popularity and also job success. Even imbeciles can be taught to be self-supporting after a fashion as was found in World War II



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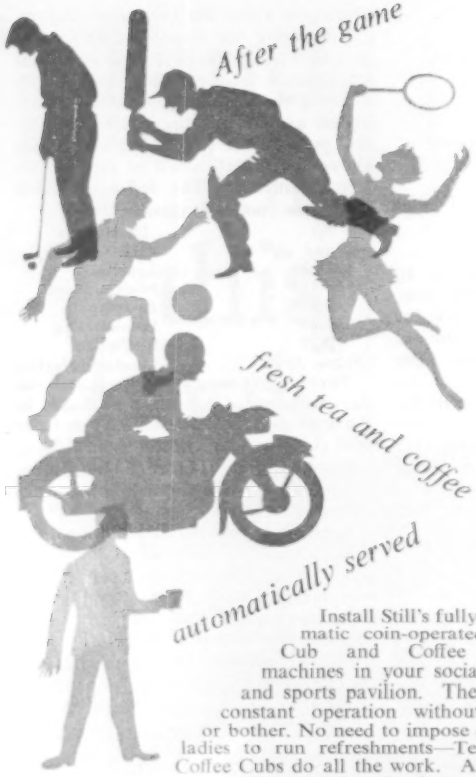

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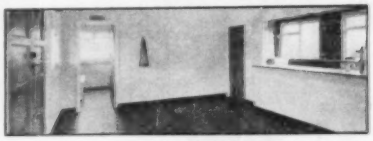

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Point Counter Point

when they were used on simple assembly operations.

The moral of the above, then, is not to be surprised when the person you have always suspected of being a moron nevertheless continues to hold down a job. Another point which interested me was that an "idiot" is classed below an "imbecile". Over here, I have always felt we use "imbecile" to denote the rock-bottom of feeble-wittedness.

The European Spirit

MANY people in Britain are convinced that the European Common Market will never work. Greed, petty jealousies, old enmities, they believe, will conspire to make it no more than a scrap of paper.

The European Coal and Steel Community has certainly been a tremendous success but, this apart, there is admittedly nothing to prove people of this opinion right or wrong. Even so, it would be very dangerous for this country to act on the assumption that the Common Market is doomed to failure, for everywhere there is evidence that the countries of Western Europe are really determined to make the European idea a success.

One of the latest pointers in this direction is the decision of the Coal and Steel Community to appoint a special committee to draw up proposals for a European University. The decision (which has been taken under the article of the Euratom Treaty) envisages the founding of institutes at university level for the training of specialists in nuclear research, but it is confidently believed that an institution on a much broader scale is contemplated which, to quote the Coal and Steel Community *Bulletin*, "would plan its study courses in the new European spirit". A university of this kind, it points out, could also make a major contribution to the training of scientists and other experts for the development of European industry.

This brings to mind a remark of the late Senor Ortega Y Gasset, the Spanish philosopher, at the European Management Conference held at Torquay in November, 1954. Senor Gasset said that Europe's production had been restored since World War II but not its economy. By that, presumably, he meant that the culture and the way of life that goes with a settled production had not come back. It may be, then, that the European idea is the mass replacement for all the vanished individual economies.

A Thoughtful Service

FORMED for the purpose of arranging visits to their pensioners who are lonely, ill or in distress, the Unilever Pensioners Welfare Organisation has already received a number of letters of appreciation. Since its formation last March the organisation has arranged a number of calls by volunteers on fellow pensioners, including a number of birthday visits to pensioners of 80 years of age and over.

The scheme, believed to be the first of its kind in industry in this country, operated only in London and in the Home Counties for some time where there were over 2,000 Unilever pensioners. The organisation has gradually been extended to other districts, however, and Batchelors of Sheffield and Worksop are now in the scheme. By the end of the year it is expected to cover the whole of the United Kingdom.

* * *

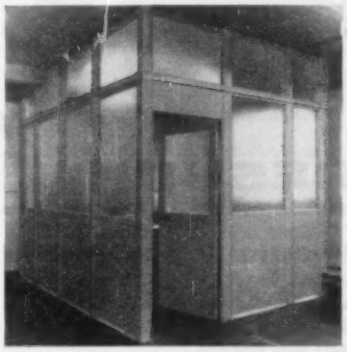
THE subject (of Management) is still in its sixteenth century, awaiting its Galileo to stimulate the study of its facts, its Kepler to encourage the measurement of those facts, its Huygens to invent the instruments by which those measurements can be accurately made, and its Newton to enunciate its fundamental laws.

Professor Revans, Department of Industrial Administration, University of Manchester.

We always imagined that thrift brought its own reward, and that was that. But not according to Wandsworth National Savings Committee: when you save over £6,000 in six months — as employees of K.L.G. Sparking Plugs, Putney Vale, have just done — that's an achievement. To mark it the committee has awarded them a cup as the most progressive business savings group in the area. Here the Mayor of Wandsworth, Councillor Ash, presents the cup to Mr. Victor Peacock, the personnel manager.

The Kidbrooke Experiment

TWENTY-FIVE girls due to leave the L.C.C. comprehensive school at Kidbrooke, London, S.E.3 this summer are to be given a series of talks to help them bridge the gap between school and work. The talks have been specially drawn up by the Industrial Welfare Society and cover such things as facing the sudden prospect of being grown-up, how to go for a job interview and how to get on with the people you work with.



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Selection Becomes A Marketable Commodity

By ROBERT McKINNON

The last two years have seen the beginnings and early flourishings of executive selection consultants in Britain. Their work stops at the short-list stage after which it is up to the client to make the final choice. Do these consultants do a vital job, or are they expensive luxuries. Here are the facts. It is up to the reader to draw his own conclusions.

WHEN Andrew Carnegie was asked why he paid Schwab, his general manager, a salary of a million dollars a year, he is reported to have replied "Because he is worth twice that to me".

The moral of this story, if it has one, is not that the right man is worth a lot of money to any firm (that is a self-evident proposition and the firm that can't see it ought not to be in business) but that the right man can often be cheap at twice the price. It follows, then, that not only should a firm be prepared to spend a lot of time and trouble in trying to get the pick of the bunch to fill an executive vacancy, but that it should also be prepared to spend a bit of money in the search. "After all" the chief accountant can be told, "we can always charge what it costs to find him against what we save by paying him less than what he's worth".

Which brings us to the subject of this article—namely, the appearance and growth of management consultants specialising in the selection of executives. And in view of the foregoing, first of all let it be said that the practitioners of this new service make the quite sincere claim that their efforts on behalf of a client often cost less than what the client would pay if he undertook the whole operation of finding the right man himself.

I use the word "new" in the sense that the type of consultancy service I shall describe here is an adaptation of a well-tried formula borrowed from the U.S.A. and introduced into this country about two years ago by the company called *Management Selection Ltd.* Others have since formed, including *Executive Appointments Ltd.* an account of whose methods is given here. Readers may well have noted from time to time their advertisements in the Top People's Paper and other "quality" dailies as well as in the management Press . . . "Management Selection Ltd. have been retained to advise upon the selection of etc., etc. . . ." "Executive Appointments Ltd., acting for a food manufacturing company in the North of England, seek applications . . ." And you may have wondered what, as it were, goes on behind the scenes.

The reason why executive selection services have become successfully established over here might be made up of many factors, but two of the most important are undoubtedly the condition of full employment which is affecting the managerial world as much as the shop floor, and the attitude of the men at the very top who are no longer as hostile as they once were to the idea of scientific management. That is not to say that every captain of industry has welcomed the idea with open arms and mind, but the true converts among them no longer cavil at the accompanying concept of scientific selection of key men. It is all part and parcel of the fresh way of looking at things.

The growth of consultant firms specialising in the selection of executives is a still further departure, for such a firm acts for an employer who pays a fee for the work done, as distinct from the traditional employment agency which acts for the applicant who, on being found a job, pays a fee related to his first year's salary.

Today, key men of outstanding ability or with rare qualifications are few and far between—maybe it was ever thus but in these times the shortage makes itself very acutely felt. The result is that if an employer cannot find the man he wants within his own organisation, he must compete for him in the open market. And, says the consultant, as most employers only go occasionally into the executive market, it is quite likely that they are not *au fait* with the best way to set about finding and choosing the best man.

There are other considerations. Some employers, for example, welcome the advice the consultant may give on the job specification itself, including (and this is by no means rare) the correct salary to offer. Others want to be rid of the burden of sifting applications and of preliminary interviews, and many want to be anonymous at the advertisement stage in order not to unsettle existing staff. Thus they welcome the services in strict confidence of a third party which can advertise on their behalf from its own address—a process which also has the advantage of avoiding the vagueness of a box number.

From the candidate's point of view, moreover, application in the first

instance to a relatively unbiased third party can be much less embarrassing than application direct to a prospective employer.

The rest of this article deals mainly with the *modus operandi* of one of the new consultancy firms dealing with executive selection—Executive Appointments Ltd. Each firm has its own methods but they have this in common: their work stops at the short-list stage unless their clients wish to retain them *in an advisory capacity* until the final appointment is made.

Mr. C. A. H. Owen—"I would describe ourselves as 'honest brokers'."

How it works

With Executive Appointments Ltd. (and presumably with the others) a case begins with an employer seeking preliminary discussions. This may, of course, be by letter, telephone or personal visit and there is no charge. Stage One gets under way with an E.A.L. consultant or director visiting the employer's premises to prepare a detailed job specification. This is largely a matter of informal, on-the-spot question and answer, but the consultant may well look over the plant especially that part where the vacancy happens to be and perhaps have a few words with those with whom the new man will work. At the most, this takes up a full working day. The second part of Stage One is taken up with the consultant preparing (for submission to the employer) a search plan, draft job specification and, where applicable, a draft job advertisement. At this point he also quotes a firm and comprehensive fee to cover the whole job.

If the employer wishes to go on, Stage Two begins. This covers the search which normally includes (but by no means consists solely of) advertising in suitable newspapers and other relevant publications. In addition, the consultant may get in touch with various trade and professional bodies who may have among their members a man with the right qualifications. He may also exploit other contacts but, as will be shown shortly, there is nothing in this which can smack of nepotism.

In the first instance, applicants are asked to write in briefly to E.A.L. head office at 67 Wigmore Street, London, W.1. This done, each enquirer is sent one of the firm's comprehensive application forms together with a copy of the approved draft of the job specification. Each application is then carefully scrutinised and promising candidates (often they form only a fraction of the total number who apply) are invited for interview.

Here, it should be mentioned that E.A.L.'s two directors worked together during the war in the Admiralty where one, Mr. H. K. Oram, was Director of Training and the other, Mr. C. A. H. Owen, was on special duties connected with the selection of officers. They developed new methods of assessing candidates for commissions and, with the necessary changes, they employ the same interviewing techniques today in their work for industry.

Anyhow, candidates are carefully assessed and a short-list drawn up after the interviews are completed; the short-list, incidentally, includes a report on each man on the list. Identities of employers and candidates are not exchanged until this stage is completed and then only with the permission of those concerned. This is Stage Three.

Stage Four is when the employer, using his own methods, makes his selection and, if the case has been successful, a satisfactory appointment follows.

The whole process described above can be completed within two months.

Cost of the Job

So much for the basic framework, but there is still a lot of flesh to put on the skeleton and, first of all, readers will want to know what such a service costs. Executive Appointments Ltd. charge on a consultancy-day basis and stress that their fees are well within the standard rate. The fee varies in fact according to the complexity of the case and to the number of consultancy-days involved, but it seldom exceeds 25 guineas a day. Thus, a relatively straightforward small firm appointment may cost about £125, whereas a tricky and prolonged job might come to twice this amount. The fee is payable in instalments after the completion of each stage. The only extras, estimated at the end of Stage One, are for Press advertisements and the travel expenses of candidates attending for interview, plus a fee of 2 per cent. of the first year's salary of the successful candidate.

A case usually requires a few days to complete and these, of course, are not consecutive days. It is bound to take time to assemble candidates for interview so that the number of days spent on a case must often be spread over as many weeks. A further point about fees. E.A.L. do not usually take on cases where the salary offered is under four figures; below that level, the service tends to be uneconomic both for themselves and the client.

Apart from this, E.A.L., like other consultancy firms, will consider any type of post at director, manager or executive level. For difficult cases, they may call in their panel of advisers —headed by Sir Thomas Hutton, chairman of the Organisation and Methods Training Council—who give their services in an honorary capacity and who are available for regular consultation and advice. And in the case of a vacancy calling for high technical skill and knowledge in a relatively unknown field, E.A.L. employ technical interviewers on a fee basis.

Their clients vary in size from the giant with world-wide ramifications to the small concern employing 60 people, though in a sense E.A.L. specialise in jobs for the medium and small firms. They themselves are not anxious to become too big because a plank in their programme is that they offer clients a personalised service. Matching temperaments with one another and with atmosphere is an important part of their work—the detached observer more often than not has a better perspective.

In their experience to date, E.A.L. have found themselves dealing in the main with men between 27 and 45 years of age and they have found in general that executives in this age-group are quite willing to dig up roots they have planted, that starting salary is by no means a crucial factor (so long as it is not lower than their present one) and that what most of them are looking for is scope and prospects.

They also found that applicants talk more easily and freely to a "middleman" ("honest brokers" was how Mr. Owen described his firm's business to me). For their part, of course, E.A.L. must in the final analysis follow their

clients' wishes but, broadly speaking, they don't attempt to place anyone without a sense of humour or the capacity for self-criticism or, if you prefer it, some humility. In this connection, some of the questions printed on the form they send to applicants (Stage Two) are most significant. Here are three samples:

State briefly, and caustically, what are the features of modern life—parochial, national, or international—that worry, anger or irritate you most. (We take it for granted that filling up this form is one of them.)

If you suddenly became significantly richer, to what use would you put the money?

If you think this form has left gaps, fill these in here. Alternatively, if you think there is anything on the form that is strikingly irrelevant or impertinent—do not hesitate to say so.

A Case of Persuasion

There is of course nothing to prevent an executive employment consultant attempting to influence or advise his client into revising his ideas. For instance, E.A.L. were given the job of finding a suitable works manager for a factory where the labour force was quite tough. The top management were looking for a man's man which, to their way of thinking (and to that of most people) meant someone with a commanding presence. They therefore stipulated that they would consider no one below 5 feet 6½ inches in height. As it happened, E.A.L. discovered a first-rate man whose stature was 2 inches short of the magic figure. However, they succeeded in convincing their client that he was the man for the job—and events have proved them right.

On the other hand, E.A.L. were once asked to find a man at a salary which they thought quite inadequate for the qualifications demanded. They told their client so, whereupon they were shown a confidential list of executives' salaries in the firm concerned. To their mind, these were also far too low but the client asked "How could we pay the new man the figure you suggest? Look at the jealousy it would create". There was nothing for it but to go ahead and try to do the best possible at the figure offered.

There is of course no hard and fast proof that consultancy firms such as Executive Appointments Ltd. are helping the personnel manager or, on the other hand, hacking away large chunks of his empire. It depends on the nature of the empire. Some personnel departments handle only the appointments of wages staff in which case they have nothing to do with executive appointments. Other personnel departments handle both types of appointment, though it is a very rare thing for the board of directors not to have the final say about filling a senior vacancy.

Applicants are sent a very thorough draft job specification. Here is an example.

A progressive, soundly-based and well-connected public Company in the North of England, engaged in the manufacture of heavy products for the iron, steel, mining and engineering industries, seeks a suitably qualified man to be appointed as the Assistant Manager of its modern Iron Foundry. The Company has 2,000 employees, of which over 500 work in its Iron Foundry.

Output of the Iron Foundry exceeds 2,000 tons a week, and is increasing. The principal products are ingot moulds, bottom plates, slag ladles and various heavy general engineering castings. Production organisation, layout, working conditions and the high degree of mechanisation in this foundry are well ahead of standard practice.

The successful candidate will work to the Foundry Manager and will have responsibilities covering the whole range of operations with emphasis on organisation of higher and more efficient production, and on day-to-day control of the flow of work. He will, in effect, be his manager's deputy. His immediate subordinates will include up to seven Section or Department Heads, who are of Senior Staff status.

The essential qualifications for this post are as follows:

(1) Age 27-45.

(2) Education to at least H.N.C. standard in Metallurgy or Mechanical Engineering. A science degree would be desirable, but is not essential if the candidate has other first-class qualifications, or directly relevant experience.

(3) Practical working or management experience in an iron or steel foundry at some stage in the candidate's career.

(4) If the applicant is not a science graduate, or if his experience at (3) has been limited or rather slight, he should have practical experience (a) of production in a heavy industry, preferably in an iron or steel works, or (b) as a works chemist or metallurgist.

(5) Evidence of sound managerial ability, qualifications or experience.

The starting salary offered is in the region of £1,600. The factory works a five-day week, although, in the Iron Foundry, men engaged on production, work round the clock in three shifts. The Company operates a contributory pensions scheme, and offers three weeks' paid holiday a year. Subsidised luncheon facilities are available in the works.

If required, the Company can provide an unfurnished house, at a monthly rental of about £6 10s., in a pleasant position about one mile from the factory gate. The factory is on a regular bus service to the centre of the town which is less than a mile distant. The surrounding countryside is of unusual beauty and the sea is within easy reach.

This post offers to the right man, ample scope, a cheerful environment, and good prospects in a first-class Company with an assured future. Final interviews will take place on the Company's premises, and the successful candidate will be invited to take up the appointment as soon as possible.

Besides, it can be argued, a personnel department has in theory so many other details to attend to—wages, canteen, safety, welfare and so forth—that they should welcome the help of an outside body. The business of drawing up a short-list of six or seven from eighty applicants consumes a lot of time and energy—all of which must be deducted from the cost of employing an outside consultant. But it remains a moot point: the case for the outside consultant would perhaps seem stronger where a small or medium firm is concerned than with the giant which often has its own selection panel.

One final point. Firms like E.A.L. act solely for the employer on given cases and they wish to make it clear that they cannot consider casual applications from executives who are looking for a change of job.

HOW A SELECTION OPERATION IS PLANNED

1. The employer makes the initial approach by letter, telephone or visit.
2. The consultant visits the client's factory to find out more about the vacancy.
3. The consultant draws up a search plan, draft job specification and draft job advertisement for the client's approval.
4. The search begins. At this point the consultant may use personal contacts as well as advertising in the Press.
5. Candidates are sent an application form and an approved draft job specification.
6. Application forms are sifted and likely people asked to come for an interview.
7. Applicants are assessed at interviews, after which a short-list is drawn up.
8. Identities of employers and candidates on the short-list are exchanged with the permission of both parties.
9. The employer makes his own selection from the short-list submitted.

If You're Advertising for Staff — Make it Appeal

YOUNG ENGINEER, age 25-30, required to assist works manager of a small manufacturing plant. Good prospects. Salary according to experience and qualifications. Apply Box 123.

Here is a case of the right and wrong ways of advertising for staff. Both are truthful but one wastes the firm's money while the other gets results. Incidentally, this is the type of article we like to get from readers — crisp, factual and telling about something that happened.

By W. T. WARRINER

HOW often do we see this type of advertisement, in the *Situations Vacant* column of newspapers and periodicals, from hopeful employers searching for a suitable person to fill a vacancy in their works?

The amusing thing is that answers from the right type of applicants are expected. Unfortunately they are seldom received in these days of labour shortage. Most employees prefer to have some idea of what is at the other end before applying.

An interesting advertisement can attract applications from candidates who are not contemplating a change, especially if the advertised vacancy compares favourably with the position at present held.

Just what does the above advertisement tell the likely applicant? Well, there is the vague statement "good prospects". Most people accept this as part of any advertisement; it isn't very stirring but you cannot expect the employer to state it will be a dead-end job. Then there is "salary according to experience and qualifications". This again doesn't mean anything on today's labour market. No one will bite on this unless he is an incompetent workman or is being grossly underpaid. All others will expect to be paid according to experience and qualifications.

If I were the man to fill the above vacancy I don't think that I would reply to that advertisement. To attract me, you would have to give me more details, more information. Something would have to appear in the advertisement to make me want to apply; not just this is another job. I already have one.

Let me quote a factual example. The firm that employ me recently required a work study engineer. The usual advertisement was inserted in two national newspapers, one local newspaper and two magazines. It was our usual type of advertisement, somewhat similar to the one above. When analysed, it stated little other than that we required a work study engineer, he must possess a National Certificate and that we have a superannuation scheme in existence.

The results were terrible. No answers from the national newspapers, two answers from unskilled men from the local newspapers and one reply from the magazines.

Everyone was naturally disappointed at the lack of response and after a general discussion it was decided to re-run the advertisement. As I had criticised the form and context of the advertisement, I was given the job of re-writing.

Our first advertisement had been worded from the point of view of the employer stating he had a vacancy, the approach that so many advertisements seem to have. I approached the problem from the other side of the fence. I listed all the things I thought would attract me to a particular job if I were a work study engineer and made these the basis of my advertisement.

Such things included a five-day week (several firms still require staff in on a Saturday morning); hours nine till five (lots of work study engineers are) employed on works staff; three weeks' holiday a year (not many firms have this to offer). Work study was just being introduced into our factory and many work study engineers, I felt, would welcome the chance to be in at the start rather than merely maintain an existing application. I also mentioned the fact that the work study department was a small department. Many larger firms employ several work study engineers and a chance to become more than just a cog in a big machine would, I felt, be welcome.

The fact that we required the man to work with the minimum of supervision would appeal for the same reason. Also included was the fact that we were situated in the town. This told the applicant that we were reasonably accessible, not out in the wilds somewhere. Last but not least that an annual bonus was paid. The advertisement was inserted in the same newspapers as before but not in the magazines.

From the two national newspapers we received 14 replies, from the local newspapers we received five replies. All these 19 applicants would probably have read the first advertisement but it hadn't induced them to apply; the wording had been too vague. The second advertisement gave them enough information to compare their present employment with the position advertised and in 19 cases we compared favourably. We have since advertised other vacancies in this manner with similar success.

I'm sure many employers face this same problem, no answers to an advertised vacancy or a few replies from hopeless candidates, and this is often accepted as merely the fault of full employment.

Before advertising a vacancy in your firm, make certain you are stating the advantages, quite clearly, of taking up employment with you.

Tell the likely candidate of the hours, the special arrangements I some indication of the work to be done and I feel quite certain that you will attract applications from a far wider field than you are at present reaching.

Legal Remedies for the Workman

A workman, like an employer, can in theory seek legal redress for quite a number of possible contingencies, most of them to do with "breach of contract". As in the case of an employer, however, it is much better that such disputes are settled by each party using his common sense.

IN last month's article I discussed the remedies available to an employer who wishes to obtain redress for a breach of contract by a workman. In this article I will deal with the remedies which a workman can use in a case where his employer commits some breach of contract. As before, these remedies can be divided into those requiring legal action and those which are in the realm of "self-help".

Under the heading of "self-help", the workman's rights are more limited than those of his employer. If the employer does something which amounts to a repudiation of their contract, then the workman has the right to leave without notice. The circumstances which would justify this action would be exceptional and of such a nature as to strike at the root of the contract; for example, a change in the conditions of employment.

Money Won't Do

Under any other circumstances, however, a workman who wants to leave his job must give the agreed notice. He has no right to offer a sum of money equal to his wages for that period and leave at once.

This is because his absence might involve the employer in far greater loss by putting a number of other men out of work or by preventing the employer from completing a contract. It follows from this, as I pointed out last month, that, where a workman leaves his employer improperly and without the agreed notice, the employer can sue him for damages and the amount recoverable is in no way connected with the man's wages.

As to the legal remedies of the workman, it is sometimes stated that the only remedy available to him is to sue his ex-employer for damages for breach of contract. There seems to be no reason, however, why a workman should not be able to obtain an injunction, in the same way as can his employer, to enforce a restrictive covenant embodied in their contract. The fact that this does not seem to have happened in the past is only proof that employers do not usually accept restrictions on themselves, though it is possible to imagine circumstances where this could occur; for example, in contracts between impresarios and stars of the stage or screen.

Points of Law—12
PERSONNEL MANAGERS' CASEBOOK

The claim for damages may take various forms. It may be simply a claim for wages due and not paid, and this could be made even though the contract was still in force, for example, where a firm refused to pay wages during an illness. Or it could be a claim for damages for wrongful dismissal, in which case the amount is calculated as the wages due (including wages for the period of notice), and any tips or commission which would have been earned during the period of notice.

In addition the Court may be asked to assess any other loss suffered by the workman as a result of the dismissal, and this sum may take into account the fact that it may be difficult to find other employment if the man is in a highly specialised trade.

The workman is under a duty to take reasonable steps to obtain other employment and, if he is unskilled, then this item of damage may be only nominal. The workman cannot obtain damages to compensate for the manner in which he was dismissed, even though his reputation was so discredited as to make it more difficult for him to obtain other employment.

'Quantum Meruit'

Where the contract was not so much one of employment as a contract to do a particular job for a lump sum, and that contract is broken by the "employer", then the workman can claim damages in the form known as "quantum meruit". Under this type of claim the workman alleges that he has done a certain amount of the work under the contract, and asks the Court to award a reasonable sum to compensate him for the work done, even though no money would have been payable under the contract until he had completed it.

There is some doubt as to what can be claimed by a workman who leaves his employment without notice, but in circumstances which entitle him to do so. Where an employer justifiably sacks a workman without notice or wages in lieu thereof then the workman has no claim either to that proportion of the week's wages already earned, or to wages for the period of notice. Where an employer wrongfully dismisses a workman then he can claim both those sums.

It is submitted that the workman who leaves without notice, but with full justification, is in the same position as a workman who is wrongfully dismissed, and is entitled to wages already earned, and also to wages for the period of notice. In the unlikely event of a workman leaving in these circumstances, without working out his notice, then the employer should examine his own position carefully; and if he feels in the end that the workman is probably justified, he would be well advised to pay him these sums as an insurance against a possible claim for damages.

BRIEFCASE

Superimposed against smoke from an oil blaze, these air-conditioned buildings laid on concrete slabs were supplied for a construction project of the International Drilling Company in Kuwait.

Construction workers who live on the job need no longer live rough. That is the lesson from this feature which describes a Comprehensive Camp Scheme, which can even provide churches.

Mobile Homes for on-the-Job Living

By DAVID JUDGE

IF there were no problems raised by people working together personnel managers would be on the dole. Most of them are mercifully spared the problems that come from people *living* and working together; yet these are accepted as all in a day's work by so many construction companies. Men who work on a large construction project need more than tools and materials. If they are to work well in some isolated spot, often in extremes of climate, they want a high standard of industrial welfare — a "home from home" in its strictest sense.

This presents problems of co-ordination and scrupulous planning to provide the exact number of dormitories, canteens, kitchens, washrooms, first-aid posts, and equally important, the equipment and furniture, the power and water supply to keep the camp running efficiently and pleasantly for the men who will live there for months —or years.

Construction companies have amassed a wealth of experience in this kind of planning, but few of them would reject an offer to take the problems off their hands, especially if they could be supplied with a comprehensive service, contained in one neat bundle that is simplicity itself to unwrap.

A Packaged Answer

That is how J. E. Lesser and Sons Ltd. see the situation. And their packaged answer to the problem is the *Comprehensive Camp Scheme* for construction workers. It combines the resources of their *Middlesex* division (prefabricated timber structures), their *Glenhill* division (equipment and furnishing), together with a third and more recent development of prefabricated, lightweight steel-framed buildings, called *CieL* structures, and evolved in collaboration with Richard Costain Ltd.

Behind the scheme is a team of architects and structural engineers who provide a design and technical service on tap to clients. Breaking down the client's construction schedule into an exact list of welfare requirements, they will guarantee complete living facilities for an entire working community. A thousand men, ten thousand—you state the figure, they supply the camp.

Living is meant in the fullest sense practicable—eating, sleeping, sanitation and health, recreation, even worship, for under this scheme churches also can be provided.

The buildings are supplied ready for immediate assembly and erection on site by semi-skilled labour, though expert supervision is available. They have been designed structurally so that, although the minimum number of light, portable components is needed, they can be assembled into a wide variety of planning arrangements. They come complete with internal linings, and insulation and all electrical and plumb-

(*continued on page 19*)

A Middlesex prefabricated building fully furnished and equipped as a dormitory. Not quite like home, perhaps, but neat, bright and comfortable.

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4. Training schools for initial training and refresher courses in canteen management
5. Food research laboratory to check nutritional values and advise on and deal with questions of dietetics, food presentation, hygiene and so on

In addition, all accounting, stock control and general administration are taken from your shoulders; and half-yearly trading results and forward estimates prepared for discussion. In fact, PM offer you a *complete* catering service to enable you to produce the greatest possible efficiency in your canteen.

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It Ain't What You Say—It's the Way that You Say it

Do you remember an ad which said—"Why be gagged by the old school tie when the power to speak can free you"? Well, here are a few ways to insure against dumbness before an industrial audience.

IN the June issue we were discussing a point raised by one reader that one of the most important management skills, in his view, was to be able to address a committee or an audience of people effectively. We divided this subject into two different sections: *what* we say and *how* we say it. I have had a letter from Mr. Anthony Mead of Osmond Turner Mead Associates, 3 Gower Street, London, W.C.1, in support of the view that the content of the talk is more important than the manner of its delivery. He says:—

"The old adage 'it is not what you say, but how you say it that counts' is the biggest piece of stupidity passed on to us by our ancestors.

A man who has something to say can easily be taught how to say it effectively. A man who has nothing to say had better keep his mouth shut.

Whenever you have something to say, proper preparation is essential. You first have to organise your own thinking and arrange your material so that it is clear to you. You then have to learn to put it across to your colleagues in a way which is clear to them and keeps them awake.

There is no 'cure-all' pattern which will guarantee a successful presentation. The executive must use his own brain in planning a logical intelligent sequence of facts and ideas. There are usually half a dozen schemes for him to choose from. Each of these has points for and against. His success in putting over his story is dependent on his success in selecting the right scheme.

If the preparation is right, the length of the average presentation to a Conference or to a Committee can be cut by half. There is also a sporting chance that question time may be short, and valuable, instead of a welter of inconsequentialities".

So Mr. Mead says if we have something to say we can be taught to say it effectively. I think this is true, but quite a lot of us need the benefit of some teaching along these lines.

Dale Carnegie tells how, soon after World War I, he helped two brothers, Sir Ross and Sir Keith Smith, to prepare an illustrated travel talk of their aeroplane flight from London to Australia (the first one ever made) and then trained them to deliver it. They gave it twice daily, one in the afternoon and one in the evening. They had had, he said, "Identically the same experience, had sat side by side as they flew half way round the world; and they delivered the same talk, almost word for word, yet somehow it didn't sound like the same talk at all".

A great deal depends, in fact, on the manner in which we deliver a talk. Firstly, we must be convinced *ourselves* that what we are saying is important. We must feel that it is vitally urgent to get our message across to our listeners.

One speaker said to me recently, "You know, I've given that talk so often now, I've got thoroughly bored with it myself—I can no longer *believe* that what I am saying is going to help them much". I had been listening to his talk and wondering why it had not impressed me. These words of his immediately clarified for me the reason why.

We cannot hope to interest others in a subject which does not truly interest us. This important point is often illustrated in the way the speaker opens his talk. He must gain people's attention at once. He must make each member of his audience feel his remarks are being addressed especially to him.

I remember well a distinguished professor at Cambridge who used to open all his lectures (given to a majority of men students, but with a female minority also present) with the words "Gentlemen—today we are going to study . . . etc.". This opening was not calculated to make those women present feel that they were part of the audience or that what he was going to say could have a great deal of value for them.

This is an extreme case, but the principle holds good. Somehow the opening sentence should make each person being addressed aware that there is something in it for him. So a company executive opened a talk on the balance sheet of his company given to all his employees, with the words "You and I, each one of us, depends on this company for our food, our homes, the well-being of our children, our necessities and our luxuries. It is essential, therefore, that each of us should know how this company stands financially and what its future prospects look like being. I intend to describe this to you as briefly and clearly as possible". Similarly, a supervisor addressing a group of his workers on

Readers are invited to submit a list of things that infuriate them in a speaker, whether in a prepared speech or private conversation. A guinea will be paid for each list published.

the subject of an overtime roster said "We are here to decide on a roster which will be fair to all of you".

There are many other ways of gaining people's attention at the start. People will always listen to an anecdote or an illustration, or to something which has happened to the speaker personally. Why not start then with one of these stories? More generalised and abstract statements can follow later. A startling statement—perhaps in the form of a question will have the same effect. So a safety officer opened a talk on safety to newcomers to his factory with the words "Do you know that your future safety record will be a direct reflection of the attitude each one of you has towards safety?" He then went on to give the facts and figures which supported his statement.

Never open with an apology. Your listeners will lose confidence in what you are going to say if you tell them that you are no good at saying it, or that you haven't had time to prepare it, or that you fear they may know most of it already!

One speaker I was listening to recently started his talk by saying "I find it very difficult to talk to you this afternoon because I have only 20 minutes of time allotted to me and this talk usually takes me over an hour to deliver. Nevertheless, we will see what we can make of it". Needless to say, we made very little of it.

If you believe in what you are saying you will put your points energetically, radiate vitality, and sparkle with enthusiasm. You will, too, become wrapped up in your subject and so be your natural self. Energy and naturalness will hold the attention of your listeners; flatness and stilted self-consciousness will lose it. So it is difficult to talk to a group with whom you have just eaten a hearty lunch; their energy is going into their digestive functions—so is yours. A tired or badly dressed speaker will produce the same effect and so will a long-winded one. It is difficult, too, to keep the attention of a scattered crowd, so be firm and insist on them sitting near to each other and to you.

It is important, too, to close a talk decisively. I think myself that a summary of all the main points forms a good ending. People cannot remember everything that has been said; a quick run over the highlights will fix the message more firmly in their heads. After this can come a call for action, a request for a decision, or the outline of an administrative plan. I have heard quite a few otherwise effective speeches tail off with the lame endings "I think that's all I wanted to say" or "I think I've said enough, I had better sit down now".

These are all hints on how to get a talk across to an audience. The words used by the speaker are also very important. Are his audience "with" him—does he use words they understand—does he leave out technical terms if laymen are present—or at least explain the ones he uses? Perhaps we can take up this aspect of speaking another month. A very good book to read on language is called "Language in Thought and Action", by S. I. Hayakawa. Perhaps some of you will write to me about this or any other aspect of speaking to an audience.

Can You Solve This One?

MEANWHILE, I should like to expand the topic of "the problem employee" which we have spent time on recently to include the wider subject of discipline and control. What actions should a manager take when an employee's performance is not coming up to scratch? What do we mean by "control" and what is our purpose when we "administer discipline"? Here to start the ball rolling is a concrete case, which faced an electrical engineer recently.

The electrical department serviced the machines of a large factory which worked night and day. There was a regular day shift of electricians and five or six electricians who worked on each of the three shifts. These latter were chosen for their experience and reliability as they were the "trouble shooters". They were expected to mend expensive machinery very quickly or heavy losses were likely to result.

The day shift supervisor approached the electrical engineer one day and told him that he had asked one member of the day shift to go on shifts and he had refused because he was a band leader in his spare time. He had then approached the shop steward as the next most suitable candidate for shift work and he had also refused to leave the day shift. Could the electrical engineer settle the problem now? Further points on this case are (i) that each man signed a contract when he joined the company stating that he was willing to go on shifts; (ii) the band leader in question had in fact worked for three years in the company without working on shifts, and (iii) due to a reorganisation of shift hours there was not now a great deal of financial difference between shift work and day work.

What action do you think the electrical engineer should take? What are some of the issues involved in this case?

DISCUSSION LEADER

Mobile Homes

(continued from page 16)

ing systems are prefabricated for easy assembly.

Services like lighting, heating, plumbing, air conditioning, equipment and furnishing are all part of this collaborative scheme. They are provided by specialist sub-contractors. But to give the client as little trouble as possible, ordering and supply is controlled from Lesser's offices. This goes beyond the supply of materials: a catering service can be provided to operate the kitchen and canteen, if required.

The most striking feature of the scheme is the manner in which it is "phased" to keep pace with construction work on the site. Working to the client's labour schedule. Lesser's plot their own tight schedule for the supply and equipment of the buildings. As activity on the site rises to its peak the workers' facilities grow at the same rate; as it decreases so the buildings are dismantled, ready for transfer to other sites.

Each sub-contractor has his own part to play in this rigid schedule; together, they ensure that every single item from washbasins to saucepans is in position and ready for use on the site just, and only, when it is needed.

This is not a hire service; after the project is finished the buildings and equipment belong to the client. As soon as they are dismantled they can be moved to another site and reassembled ready. If they are not immediately required for another project, they are easily stored. Several of these buildings can be seen in everyday use as offices at the firm's headquarters in Hounslow. Set on slab foundations, they provide an ideal annexe to the main building.

Transport is arranged by Lesser's, who have special packing and export facilities. Over the past two years, they say, the scheme has worked well on construction sites in the Middle East, Africa and the UK. There is no reason why it should not prove its worth in other parts of the world. They are always ready to explain and amplify the scheme for any interested party.

LEISURE — Another Personnel Problem for Industry

Fewer working hours, more time for pleasure, this is everyone's dream; the problem is—how shall we spend our spare time usefully? In his first article the author explains why a firm should give its staff the chance of adding some variety to their lives

By G. A. McPARTLIN

Senior Technical Adviser

Central Council of Physical Recreation

THE amount of leisure in modern urban society has grown remarkably in the last 50 years and, with the increasing application of technology in industry, it seems obvious that it will continue to increase. In the interests of the health and well-being of the community, the problem of what to do with all this leisure demands serious and urgent consideration.

The problem is one of facilities, motivation and leadership. Because of our tradition as a nation that loves sports, fresh air and exercise, we tend to take it for granted that Britons find their way into some kind of healthy leisure time activity without much planning or encouragement on the part of others. The fact is the majority of young people give up participation in active leisure time pursuits after they leave school. It is a regrettable fact that many of them drift into second-hand living—pictures, television and spectating—and do very little for themselves. They live in an age when they have money and a good deal of time on their hands. Unfortunately an increasingly high proportion are turning to dissipation. The alarming rise in drunkenness and delinquency among teenagers is by now notorious.

Dr. Robert Hutchins, former Chancellor of the University of Chicago, an outstanding educationist, has predicted that if man does not destroy himself with the atomic bomb, he will destroy himself with the leisure time which the atomic age will bring. His warning cannot be lightly dismissed for history teaches us that no nation can survive when its people have a vast amount of leisure without having solved the problem of how to use it.

Industrial executives may be able to view the possible disintegration of our civilization at some future unspecified date with a certain amount of calm detachment. But they have an immediate if more selfish reason for tackling the problem vigorously. The way in which the worker employs his leisure time is largely reflected in his efficiency during working hours. Investigations carried out in Germany and America show a high degree of relationship between participation in recreational pursuits and efficiency.

For the vast bulk of workers present-day conditions of employment do not challenge their mental or physical resources. Body and mind need leisure activities which can provide the satisfaction of physical, mental and creative achievement so often denied on the job. This problem is vital to industry, but it cannot, of course, be solved by industry alone. It is a community problem and must be solved by the community. **Nevertheless industry is often in a position to take the lead and to support organisations which can be allies in the task of encouraging workers to take up active and healthful leisure time pursuits.**

Industry has, in fact, long recognised its particular interest in this matter by giving substantial financial support to industrial social and sports clubs. Unfortunately as in many other parts of the field of recreational provision in this country, policy and practice are based on conditions which no longer apply.

An examination of the general position throughout Britain indicates the following common flaws in the present industrial recreational set-up:—

1. The method of recruitment and training of the officer responsible for the work is unsatisfactory and his status in the firm correspondingly low. As a result the work, as a rule, does not attract men of high enough calibre to tackle it effectively.

2. Only a comparatively small number of employees take advantage of the facilities available.

3. Clubs tend to be isolationist and exclusive. Members of the workers family and friends are debarred from participation.

4. The programme provided tends to cater for workers with established interests and does little to guide the employers into new forms of leisure time recreation.

5. The provision for women workers tends to be disproportionately small in relation to that for men.

6. There is lack of liaison between the industrial recreational club and the games, sports and recreational bodies in the district.

7. There is a possessiveness on the part of the club reflected in the fact

that, unless the worker is interested in activities that can be carried out on the club premises, it is difficult to get the encouragement and help needed. This means that those who are interested in popular sports like soccer, cricket or tennis get the lion's share of the money spent on them while other members of the club who may have latent interests in less popular activities, and whose need of encouragement may be greater, have little or nothing done for them.

What's in it for You?

It is time that industry carried out a thorough evaluation of the provision made for the social and sports activities under its ægis. **The traditional approach is at the best unsatisfactory and at the worst a shocking waste of money.** But before considering what the new approach to this problem should be, let us spend a little time considering what industry could gain from an effective approach to the problem.

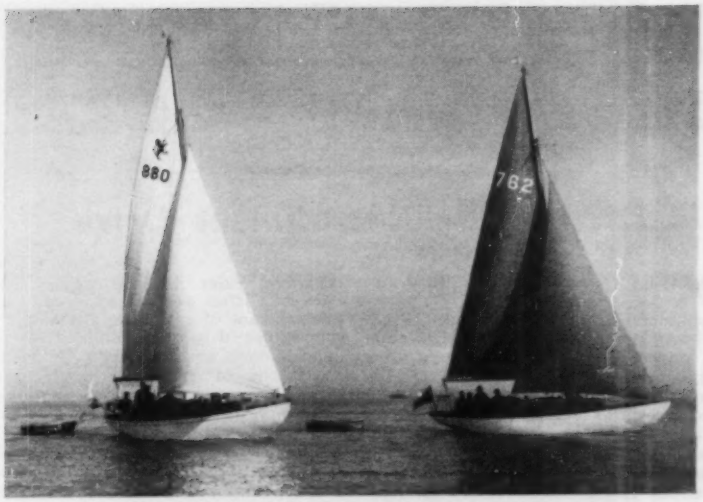
Active recreation can provide workers with complementary exercise. Many jobs only tax a small part of a man's physical and mental resources.

Executive and brain workers present a special problem as, in contra-distinction to the general tendency, their volume of work has tended to increase and they become so absorbed in work-time problems that these tend to impinge on what should be their leisure. Not enough attention has been paid to the problem of keeping executives in tip-top physical condition and industry loses far too many valuable men through health breakdowns at a time when their wisdom and experience should be making their maximum contribution.

Recreation can provide compensation for dull and uninteresting work. A man in a groove or a monotonous rut may find his outlet in dramatics, in music or in sport. Every man should be helped to feel good at something.

Recreation can provide a safety valve for emotions which have to be pent up during working hours. Every man needs to let off steam and if the recreational programme provides a ready means of doing this, it is less likely to happen during working hours when the results could be serious.

Recreational activities provide the opportunity for social development. Courtesies of team games, the whole social intercourse implicit in choral work, dramatics, etc. can teach the individual a great deal of how to get along with his neighbour. This is a by-product which can greatly help employer/employee relationship.



Salt sea breezes to the footlights' glare — spare time activities like these help a working mind to relax.

Games, sports, dancing, outings, dramatics in which all ranks in industry participate, provide opportunities (which unfortunately have become rare in modern industry) for the worker to get to know management personally. The impersonal atmosphere of modern industry creates in fact a lot of dissatisfaction and frustration.

By improving moral and individual happiness worktime efficiency is improved, and, as is well known, workers who are emotionally depressed have a lower output and a greater tendency to accidents.

A successful recreational policy can help the firm to develop good community relations especially if families of the workers and their friends can enjoy the opportunities and facilities which the firm has made possible.

If industry accepts the case for an adequate programme of social recreational activities they are charged with the duty of making as careful and thorough provision for this service as for any other of the ancillary services which contribute to the health, happiness and efficiency of the employee.

In a second article I will therefore examine the organisation and running of an ideal industrial recreational service.

MANAGEMENT
NEWS ★ NAMES ★ IDEAS

First Aiders Recruitment Drive

DRIVES are to be made in 40 towns to increase the number of trained first-aiders in factories. The towns are to be chosen by the Ministry of Labour in consultation with the St. John Ambulance Association, St. Andrew's Ambulance Association and the British Red Cross Society.

The Report on Industrial Health,* based on a Survey in Halifax which was published in March, 1958, drew attention to the unsatisfactory arrangements for first-aid that existed in a considerable number of factories. The Industrial Health Advisory Committee recommended that action designed to improve the situation revealed in the Report should be taken under the following heads:—

- Advice on methods of treatment as set out in the official leaflet included in first-aid boxes;
- The contents of first-aid boxes;
- Maintenance of the boxes in good order;
- Training of first-aiders and the recruitment of first-aiders.

The current First Aid in Factories Order prescribing the contents of first-aid boxes was made in 1938. The new draft Order and the new draft of the leaflet giving advice on first-aid treatment which, under the Order, must be kept in the first-aid box, take account of changes in medical practice in the intervening 20 years. Comments are now being received from interested organisations. The new Order, when made, will apply to some 255,000 premises covered by the Factories Acts.

In order to stimulate recruitment and training in first-aid the Ministry has been in consultation with the St. John Ambulance Association, St. Andrew's Ambulance Association and the British Red Cross Society and worked out with them plans for launching a series of local drives to urge firms to review the existing arrangements for first-aid in their factories and to consider whether, to make these adequate, advantage should be taken of the training facilities available in the locality.

It has been decided to make, as an experiment, special approaches to the occupiers of factories employing 50 workers or more in three towns in each of the 14 Divisions of the Factory Inspectorate covering England, Scotland and Wales. In each of the towns selected a letter will be addressed to the management of each firm stressing the importance of having adequate first-aid arrangements in their factory and telling them of the training facilities offered by those of the above-mentioned voluntary training organisations which are active in the area.

The Ministry has the support of the British Employers' Confederation, Trades Union Congress General Council and the nationalised industries.

* *Industrial Health—a survey in Halifax. H.M.S.O., 1s. 6d.*

Escaping the Cliché

TWENTY-FOUR members of the junior office staff of Stanley Works (G.B.) Ltd., the Sheffield hand tool manufacturers, have recently completed a course on business letter-writing.

The idea? Mr. T. R. Barker, Stanley's sales manager, explained: "It was not that we felt our young people needed instruction more than those working elsewhere. But good letter-writing is a vital factor in all business concerns today, and we want our juniors to have the right know-how on the subject".

The course—it comprised a series of seven weekly two-hour classes during working hours—covered all angles of business letter-writing. Ending with an examination, it catered for both male and female office staff, who were split into two classes of 12 so that individual tuition could be given. The tutor was an English teacher of the Sheffield College of Commerce and Technology.

Said Mr. Barker: "The result has been a vast improvement in the standard of correspondence - handling among our juniors. They have been taught to get away from the use of stilted, dogmatic business phrases and to develop styles of their own".

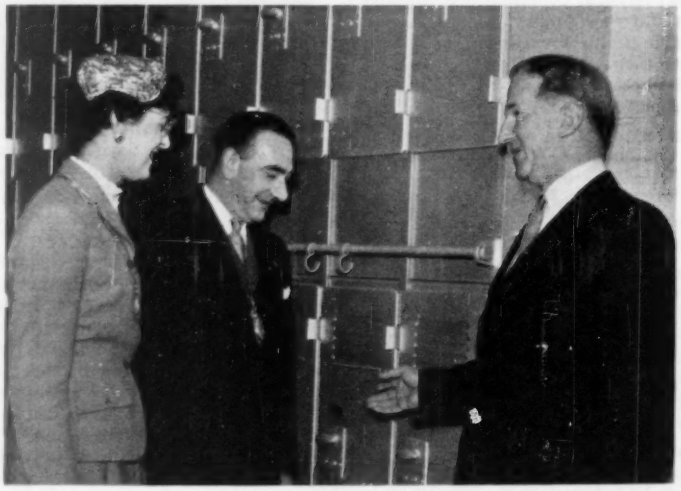
A Professional Touch

A "PERSONAL" producer scheme, offering a wide range of technical services to film-makers, has been introduced by the Technical Department of the G.B. Film Library, Perivale, Middlesex. The aim of this comprehensive scheme is to provide producers with facilities for giving their films a professional finish—at a cost within reach of the smallest film units.

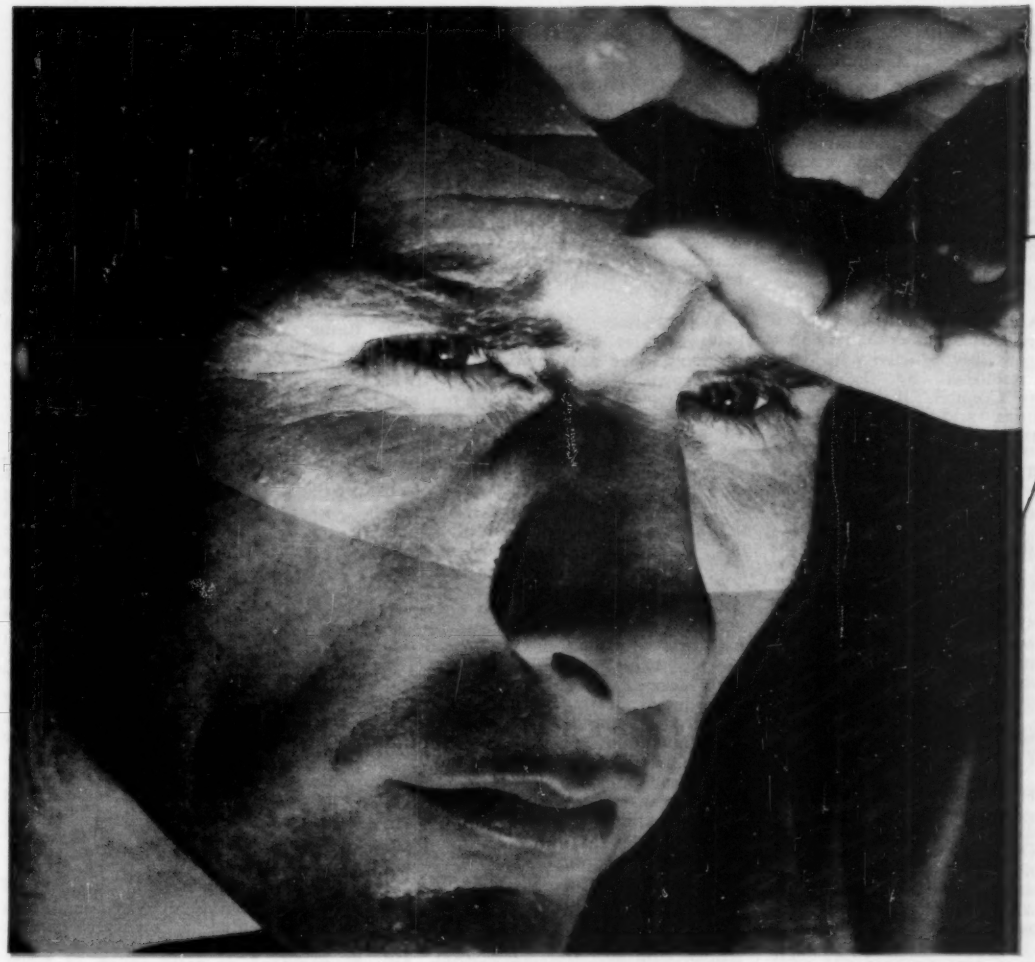
A new studio, equipped with the latest G.B.-Kalee variable area sound recording system, can be hired and is available for producing 16-mm. sound tracks. With three to four channel mixing, a fully synchronised track with commentary, music and effects can be added to film.

A comprehensive collection of

And Here's Where They Keep Their Clothes



Dr. A. Mein, personnel manager of the Ellison Group of Companies, shows his firm's new clothes lockers to the Mayor and Mayoress of West Bromwich during the opening ceremony of the firm's new shower baths for foundry workers.



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News Snaps

IDEAS A'PLENTY for the metal finishing industries are contained in a recent Review of Productivity in Metal Finishing published by the British Productivity Council. It is based on case histories and describes recent innovations in materials and methods.

* * *

THE FIFTH REFRESHER COURSE for works managers and works and plant engineers organised by the National Industrial Fuel Efficiency Service will be held as usual at the Clarendon Laboratory, Oxford, from September 22 to 26.

* * *

BURROUGHS ADDING MACHINES LTD. are to transfer manufacture from their Nottingham factory at the end of 1958 to their factory being built at Cumbernauld, Scotland. The 230 employees at Nottingham have been offered jobs and homes at Cumbernauld and about 50 have accepted.

* * *

TWELFTH EDITION of *Time Rates of Wages and Hours of Labour* has been published by the Ministry of Labour. The main tables show, for the majority of industries and occupations, the minimum or standard time rate of wages, the dates from which these became operative and the normal hours of labour. There are also details of the basic rates of pieceworkers, the additional rates payable to night and shift workers and, where they are known to exist, of the arrangements for a guaranteed wage or period of employment.

* * *

AN ELECTRONIC COMPUTER is to be installed early in 1960 in the Central Office at Newcastle-on-Tyne of the Ministry of Pensions and National Insurance. It will work out the wages of 3,000 weekly paid staff at Newcastle and of 20,000 monthly paid staff throughout England. It will also process statistical data about the working of the National Insurance and Industrial Injuries Scheme. It is estimated that the computer will bring about a net saving of about £35,000 a year.

* * *

A COMPREHENSIVE DIRECTORY of documentary films, including films for industry, is being published in the August issue of the magazine, *Film User*.

Appointments

Princess Arthur of Connaught, the **Duke of Wellington, Lieut-General Lord Freyberg,** V.C., and **Field-Marshal Sir Claude Auchinleck** were re-elected vice-presidents at the recent annual general meeting of the Forces Help Society and Lord Roberts Workshops, described by the Minister of Labour who proposed the re-election, as a "great society which has done sterling work for the disabled since 1899".

The Plessey Company Limited, manufacturers of radio and electrical products, have appointed **Mr. Andrew M. Brown,** M.A., Ph.D., as executive director with special responsibilities as co-ordinator of personnel. He joined Plessey from the Mars Group of Companies where, since 1952, he had been executive director (administration and personnel) first with Petfoods Ltd., and for the past two years with Mars Ltd. His early career took him into local government dealing mainly with personnel and technical education, and he has taught at university, technical college and school levels. Widely recognised as a pioneer of residential management education, he was the first warden of Burton Manor Residential College.

Mr. F. B. George, managing director of the Consett Iron Company Ltd., has been appointed chairman of the accident prevention committee of the British Iron and Steel Federation. He succeeds **Mr. Richard F. Summers,** chairman of John Summers and Sons, Ltd., who retired in May following his re-appointment as chairman of the Federation's public relations committee. Most recent of the committee's achievements under Mr. Summers' chairmanship was the launching of *Safety*, a vigorous journal spotlighting safety matters for steel men at work. He will remain a member of the committee.

Mr. John Holland, 51, who has been assistant director of the Industrial Welfare Society for the past two and a half years, has resigned from this post and joined Associated Television Ltd. as personnel manager. This is a new post in the expanding ATV organisation. Before joining the IWS, Mr. Holland spent 10 years as assistant general secretary of the Association of Engineering and Shipbuilding Draughtsmen. He is a governor of Battersea College of Technology and of Norwood Technical College, and has taken a particular interest in the Adjustment to Industry courses run by the National Association of Boys' Clubs.

John Holland — I.W.S. to A.T.V.

Mr. Peter E. Trench, O.B.E., T.D., B.Sc., has been appointed director of the National Federation of Building Trades Employers. Mr. Trench, who is at present a joint managing director of Messrs. Bovis Ltd., will join the Federation on January 1, 1959. He succeeds Mr. Stanley Heather who will retire on March 31, 1959, after holding the post since 1945. Amongst his many other duties and interests, 40-year-old Mr. Trench serves on the national executive committee of the Royal Society for the Prevention of Accidents.

Mr. Lewis T. Wright, chairman of the British Productivity Council, has been appointed a member of the Development Areas Treasury Advisory Committee.

Resuscitation Film

THE British Oxygen Film Unit has recently completed an instructional film on the Stephenson System of Resuscitation. Covering the construction, operation and maintenance of the Stephenson Minuteman resuscitator, it also demonstrates the techniques for its use. The needs of industrial safety and welfare officers, works medical officers and medical officers of health, fire, ambulance and civil defence authorities, and baths superintendents have been especially considered in its production.

The film (16 mm., sound, colour, running time 20 minutes) is available on free loan from: British Oxygen Gases Ltd., Medical Division, Great West Road, Brentford, Middlesex. Copies are also available for outright purchase.

Where Everyone Is Shown the Road to the Top

By ROY PARKER
Editor, Shopfitting and Display

"An experiment in industrial democracy" is how the John Lewis Organisation has been described. All employees, from top management to the rawest recruit, are known as "partners". This of itself does not make a democracy, but the firm has a positive policy for killing that "dead end" feeling.

IN the first article on retail staff training and recruitment we saw that although all shops have more or less the same problems to overcome in the recruitment of staff there is a variety of inducements that can be offered to youngsters interested in selling. The type of store that probably has most of the inducements is the department store.

The reasons are fairly obvious. With more departments there are more managerial positions to fill and therefore promotions are likely to be more frequent. Also, and this applies particularly to the youngsters in their early years at work, there is a chance of changing departments so that they can find the field to which they are best suited.

One of the leading groups of departmental stores in this country is the John Lewis Partnership which has, in addition to its seven London stores, branches in twelve provincial centres. This organisation has been described as "an experiment in industrial democracy" and may be said to be unique in its approach to staff problems but recruitment and training have to be done here as in every other store. The thoroughness of their system is an indication of what can be done, and is being done, in retailing to ensure that square pegs go into square holes.

This firm is well known for its pioneer work in profit sharing and all who work there are known as "partners'. This applies to all staff regardless of age or position. The firm is particularly fortunate in being able to offer staff promotion in other stores and in other towns. This means that the really bright youngster need not be held back by having to wait for "dead men's shoes" and enables the Partnership to offer a comprehensive career in selling and a road to the top to anyone willing and able to take it.

Intake is in four main categories. Direct from secondary modern schools at the age of fifteen, direct from grammar schools between the ages of 16 and 18, university graduates and the recruitment of adults with previous retail experience.

The youngsters straight from school are given what the Staff Training Department calls its "Bridge Course'. The name is self-explanatory in that the course is designed to bridge that awkward gap between school and the nerve-racking experience of the first job. These courses are usually held when there is a fairly large entry from the schools. The entrant spends some time of the day at the job he or she will be doing, but for two weeks they are gradually introduced to the intricacies of the store. Selling, personal appearance, customer approach, various departments, other educational facilities and the working of the Partnership are all explained.

A Ferment of Productivity

The British Productivity Council reports what it describes as a "ferment of productivity activities in the retail trades and work study is providing the yeast!"

The most interesting feature is that work study techniques are proving as intriguing and practical to the one-man business as to the managements of great department stores. Interest, claims the Council, is in fact spreading impartially through 500,000 *or more shops which, taken together, do a business of* £7,000,000,000 *sales each year.*

Notable among B.P.C. aids in this field is one of their new films entitled "A Nation of Shopkeepers" which gives an appreciation of what work study can do in this field.

Work of the Sponsor

When the youngsters finally reach the department, there is someone who is known as a sponsor who looks after them, keeps an eye on their progress and prepares a report on this for the Staff Department. The job of the sponsor in the John Lewis scheme of things is a key one. Much depends on his or her ability to look after new staff and encourage them.

No one is allowed on the sales staff until they reach the age of sixteen but it is quite usual for the grammar school entrants to go straight behind the counter. Running alongside the Bridge Course (this is only held when the numbers warrant such a course) is the Induction Course. The primary function of this course is to familiarise the newcomer with the routine mechanics of a sale and department organisation. The forms that they will be using are dealt with in detail and the reasons for the various systems are explained. No newcomers are given a sales book until the sponsors feel that they are ready to handle the job.

Again the job of the sponsor is the

(continued on page 28)

What's going on in

CATERING TODAY

★ AN INFORMATION AND ADVICE BUREAU FOR CANTEEN MANAGERS

By LESLIE BANHAM

Teaching the Young Worker to Eat

THE food habits of the young worker are largely due to his environment and upbringing. Every effort should be made to get him to use the canteen daily. Every young worker needs plenty of calories, protein, calcium, iron and vitamins—in short he needs good, regular meals. A good meal in the canteen will go a long way towards providing his daily requirement of food nutrients.

One of the most effective ways to encourage the young worker to take advantage of the canteen lunch is to lower the price as an inducement. The excellent habit, formed during his schooldays, of drinking milk at the morning break should be encouraged. A mid-morning glass of milk and a cheese roll for 6d. might not be an economical proposition for the canteen but, if it were more widely practised, it would do much to improve the physical well-being of the worker and, consequently, to reduce the time lost through sickness over the years.

Proprietary foods with a dried-milk basis are often useful in overcoming the young worker's reluctance to follow the school-day milk habit. Some factories even supply vitamin tablets to their staff as part of the welfare service.

A glass of milk on its own is sometimes unattractive to the young worker, but there are lots of ways of giving it added appeal with an extra flavour. One of the simplest flavouring devices (from the canteen preparation viewpoint) is a new flavoured drinking straw marketed by Wilts United Dairies Ltd. These straws which are called *Carnival*, and made in Bermuda, have a concentrated solid flavouring of chocolate or strawberry at one end of the straw. When they are stirred in a glass of milk some of the concentrate dissolves to colour the milk; the rest remains to flavour the milk as it is drawn up the straw. Consumer price is 1s. 6d. per packet of a dozen straws.

★ *Proper Carve-up*

IF your new cook arrives for duty on the first day equipped with a set of knives it is a clear indication that he is either a craftsman or has at least had some proper training in the culinary art. This, however, is a rare event in industrial canteens since it is generally left to the management to provide the tools for the job.

In kitchens it is traditional to use what the cook refers to as French knives (though it is more than likely they have been made in England). The name refers to the pattern of the knives which can be had in a varying range of sizes, each knife being especially suitable for some particular kind of work. A set of knives will, with proper care, last a lifetime and the trained cook is usually as careful with his knives as a carpenter is with his tools.

★ *Spread Yourself*

DIFFERENT canteens have different ways of coping with the sandwich problem. In some canteens the practice is for a number of workers to stage a mass attack each day with the result that the actual buttering of the bread might be done by a different person each day of the week. No two persons use the same amount of butter to cover a given number of slices of bread. Indeed, the human factor plus the temperature at which the butter has been stored will often produce surprising results.

In recent years the firm of EUK Catering Machinery Ltd., Oldham, have developed a bread buttering machine which will not only give a uniform amount of butter to each slice of bread but will also substantially reduce labour costs. The machine is simple to operate, dismantle and clean and is well worth the consideration of those establishments whose size would

(continued on page 28)

for the first time

...an efficient *hand-operated* BUTTER SPREADER

Patent No. 781667 (Foreign Patents applied for)

REDUCES BUTTER CONSUMPTION 20%

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SIMPLE PRESSURE PLATE ACTION

The JADKIN spreads butter without waste—saves you up to 20%. Light pressure of the thumb as the JADKIN is drawn along spreads a layer of butter quickly, evenly, economically. Stainless Steel throughout, the JADKIN is easily washed and thoroughly hygienic. Its cost—quickly regained in butter saved—is **£3.12.6.** (for commercial use only)

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NEW BOOKS ★ NEW FILMS

The Bandwagon Managerial

Managers—a Study of their Careers in Industry. R. V. Clements. *Allen & Unwin, 20s.*

LAST autumn Dr. Copeman, editor of *Business*, published his *Promotion and Pay for Executives*, and now comes this book to form, as it were, a nucleus of case histories on how the top people in industry have got there.

Mr. Clements' work is more analytical than Dr. Copeman's but contains fewer case histories. Together, however, the two drive home the point—and an important one at that—that to date managers have seldom been systematically recruited or trained in this country. Things are changing now but at present most of our managers are specialists by background and experience and seldom change firms. And unlike American executives, they hardly ever change from the industry in which they started to climb the ladder.

The author is of course aware of the new managerial recruitment policies going on today but rightly stresses that the times are against the "office boy to managing director" success story. Nowadays, some distinction at college or school is generally a prerequisite to success.

Concluding a most intelligent work, Mr. Clements notes that the division of managers into tiny, non-competing groups makes a number of cherished assumptions extremely doubtful. He is not at all sure that such ideas as the assumed homogeneity of management, on its claim to be a "profession", its somewhat naive concepts called "principles" and so forth, should be treated as Holy Writ.

Altogether, a very well-written and provocative book which here and there should prick a few pomposities.

Probing Deep

Research—a Signpost to Better Management. *British Institute of Management, 21s.*

WHAT has the research worker to offer you in your job? Asking the same question, about seven hundred managers from industry and commerce attended the British Institute of Management's national conference last autumn, and heard a team of executives, medical practitioners and heads of research organisations give their views on the part research can play (and has already played) towards better management. The twenty-four papers that were given at the conference, including summaries of the afternoon discussion groups, have now been published by the BIM in one volume.

Called *Research—a Signpost to Better Management*, it presents a comprehensive and varied picture of the research worker's contribution, from human relations to marketing, office management to production, finance to electronic data processing, and so on.

Not every one of its 239 pages will appeal to the personnel manager, but a guinea does not seem a lot to pay for the sections which do concern him—on subjects like the human machine and production, ergonomics, psychological factors in group relations, women at work and employment of the older man. At all events the book should have an all-round appeal in the company library. You can buy it direct from the BIM at Management House, 80 Fetter Lane, London, E.C.4.

Shell Out

THE oil business, if we may mix our metaphors, is not everyone's cup of tea. But the oil industry in its search for oil and its worldwide distribution has unearthed some magnificently photogenic material. The Shell Petroleum Company has be quick to exploit the cinematic possibilities of its everyday work, and the result is an impressive collection of films which are fascinating as documentaries, and delightful as sheer entertainment.

A series of morning film shows which the company gave recently, kept some 3,000 of its London staff enthralled for an hour or so; and there is no reason why similar programmes, judiciously chosen, should not do the same for your own employees.

To help with your selection the company has produced a new catalogue for 1958, which lists 160 or more films on free loan to industrial and commercial firms, trade unions and similar organisations. Especially interesting are the ten *Shell Cinemagazines* included.

The catalogue, which has appendices on how to choose your programme and how to go about borrowing films, is available to representatives of organisations (not individual members of the public) from the Film Section, Public Relations Department, Shell Petroleum Company Ltd., 1 Kingsway, London, W.C.2.

Film Guide

WITH the addition of 224 films in a special supplement the Central Film Library has brought up to date its recent catalogue of films available for hire. Of particular interest are 150 films from the USA, which were previously distributed by the American Embassy. This collection, however, does not include a further sixty films on industrial training and productivity promotion, which are published on a separate list available from the library on request.

The supplement will be of little use to the training or safety officer who is looking for additions to his visual aid programme, but amongst the films from Britain, the Commonwealth, Europe and international organisations such as the ILO, there is much worthwhile and interesting material for employees' lunch-time film shows.

The Library's industrial section has been augmented over the past six months by a score of films on safety, welfare, productivity and production processes. A five-part series on modern foundry techniques (V. 473-7) is worth noting. Made by the Italian Comitato Nazionale Per La Produttivata, the films have English commentaries and are described as useful for all personnel in the foundry industry.

Method Study in the Office (UK 1528) shows how increased efficiency in clerical work can be achieved by applying method study principles. It is designed primarily for office managers and supervisors.

Safety at work is covered by **Pick Your Safety Target** (V. 466), a cartoon film from the National Safety Council of the USA, which shows how the safety officer can make a successful attack on work hazards by classifying all accidents under three headings—material, action and type. **Health and Safety in Spray Painting** (V. 383) by the Institut National de Securité, France (English commentary), illustrates the precautions which should be taken against the operative's two enemies—the risk of fire or explosion, and the risk of poisoning from benzene solvents.

Included in the list, we are happy to note, is **New Light on Industry** (UK 2101), a most instructive study in the importance of good lighting at work. This film was released a year ago by the British Electrical Development Association, and reviewed in PM & M, July, 1957. Offered by the Central Film Library on free loan, it deserves the widest possible circulation. Office managers and supervisors will find it quite revealing, too.

All the above films are available from the Library at Government Building, Bromyard Avenue, Acton, London, W.3.

Road to the Top

(continued from page 25)

key because it is their recommendation that decides when the newcomer becomes an effective member of the staff. The Induction Course is also used for adult entries with previous retail experience.

Each year the Partnership aims to recruit between four and six men graduates direct from University. The partnership do not take women graduates direct from University. If they come into the stores it is at a much later date. The training course for a man is of two and a half years' duration. The first period of six months is usually spent in various departments where he works closely with an experienced partner (again the sponsor system) and at the end of this period he is asked to sign a contract for a further two years. When this is signed the graduate will receive his first assignment. This is based usually on the aptitude for certain work shown during the first six months. At the end of two years the training period ends and if the firm and the graduate are satisfied with one another then another agreement is signed.

Training, however, does not come to a halt as soon as the entrant has settled down to work. Selected juniors are sent on what is known as the Junior Circuit, consisting of a planned series of changes of work lasting about two years in all.

Vocational training is available all the time. Usually the pupil is recommended by his manager and the courses are designed to help the selling ability of the pupil. Often this is done by improving his or her knowledge of the goods they sell. This is particularly important in the textile sections where new fabrics with different qualities are being introduced regularly.

With all this training behind them what does a store like the John Lewis Partnership offer in the way of a career? Financially, these careers compare more than favourably with office and administrative work. For girls the financial reward may be a little slower coming than in office work but the ceiling is far higher. A girl of 20 can earn £300-plus a year and departmental managerships carry salaries of from £500 to £1,500. There are still many opportunities beyond this stage and promotion is not tied rigidly to any age limits so that a bright young girl can find herself in one of these fairly senior jobs well before she is 30.

CATERING TODAY

(continued from page 26)

merit the use of a machine for this purpose.

For the smaller canteen Gaskell & Chambers Ltd. of Birmingham, have now produced a small hand-operated spreader. Called the *Jadkin*, it is made of stainless steel throughout, is easily washed and is said to be thoroughly hygienic. It is designed for speedy action and economy—the makers claim that, compared with customary knife-spreading methods, it will reduce butter consumption by up to 20 per cent. All

that is needed is a light pressure of the thumb as the spreader is drawn over the bread, to give an even layer of butter. Cost of the *Jadkin* to commercial premises is £3 12s. 6d.

Management Diary for September

BRITISH INSTITUTE OF MANAGEMENT
Maintenance Management Study Group
2 Work measurement and incentives applied to maintenance.
9 Measurement of maintenance effectiveness and cost control.
23 Recruitment, selection and training of maintenance personnel.
All meetings at 2.30 p.m., Management House, 80 Fetter Lane, London, E.C.4.

COLLEGE OF PRODUCTION TECHNOLOGY
(Great Chart, Nr. Ashford, Kent)
Residential Courses
Aug 25-Sept 5 Method study. Two-week course.
8-12 Foremanship. Five-day course.
15-19 Office methods. Five-day course.
22-26 Foremanship. Five-day course.
29-Oct 3 Packaging. Five-day course.
External courses
17-18 **London.** Budgetary control and cost accounting. Two-day course.

INDUSTRIAL WELFARE SOCIETY
Residential conferences
4-8-and-9-13 **Keble College, Oxford.** Ninth annual conferences for apprentices. Theme—the approach to individual responsibility.
29-Oct 3 **Lilleshall Hall, Shropshire.** Manual lifting and handling instructors course.

INSTITUTE OF INDUSTRIAL SUPERVISORS
Weekend Residential Courses
5-7 **St. Ann's Hotel, Buxton.** Weighing up people and jobs.
12-14 **Worcestershire Brine Baths Hotel, Droitwich.** Practice of supervisory management.
19-21 **Allan Water Hotel, Bridge of Allan.** Practice of communication.
26-68 **Heathlands Hotel, Bournemouth.** Human relations.

INSTITUTE OF PERSONNEL MANAGEMENT
7-12 **London.** Five-day joint course for training officers.

NATIONAL INSTITUTE OF INDUSTRIAL PSYCHOLOGY
1-5 Selection methods, part I.
8-10 Selection methods, part IV (clerical).
15-19 Selection methods, part II.
29-Oct 3 Selection methods, part III.

RoSPA
15-26 **Wadham College, Oxford.** 49th Industrial Safety training course.

SUNDRIDGE PARK (Bromley, Kent)
Aug 31-Sept 5 Works management.
7-26 Measurements for management. Three-week residential course.

URCHFONT MANOR (Devizes, Wiltshire)
1-6 Work, leisure and ideas. Six-day course.

EXHIBITIONS (August)
27-Sept 6 **Earls Court, London.** 25th British Radio and Television exhibition.
28-Sept 11 **Olympia, London.** British Food Fair.

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- Improves Working Conditions
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Walls and ceilings can be washed cheaply and with the minimum of disorganisation by means of the REVVI washing Machine.

A saving of at least one half of the normal labour costs is effected.

Being silent in operation and not requiring very much floor space, the REVVI machine does not distract the attention of persons working near it. For ease of movement, it is fitted with rubber-tyred castors. The water and cleaning solutions do not drip on to floors, machines or desks, so dust sheets are not needed.

The cylinders of the REVVI machine are filled with clear water and REVVI detergent solution respectively, and both water and solution are kept under pressure by a few strokes of a manually-operated air pump. A few minutes' pumping is sufficient to last the day's operations.

PRICE COMPLETE £55

For further details write or phone:

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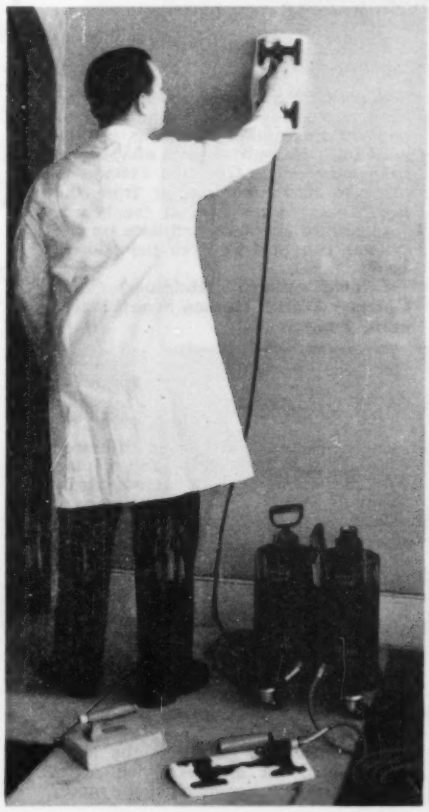


- **Office Aids**
- **Canteen**
- **Welfare**
- **Health**
- **Efficiency Aids**
- **Safety**
- **Lighting**

Firms with new products for better, safer working in industry are asked to send details to the Editor

Office Aids: STORAGE ON WINGS

SPACE is always a problem in workplaces: more space for easier, better working means less space for storage. And storage space means more than the area taken up by the materials stored; it has to include a free access area. A Blackburn firm claims to have the solution in its *Pivoted Wings Storage Systems*, a revolutionary method which gives the utmost economical storage capacity per square foot of floor space, while still offering maximum accessibility. They also claim that it effects savings of up to 80 per cent in handling time.

Briefly, the system consists of a series (not less than three) of arc-shaped sections, called "wings", which are each mounted on three rubber-tyred tracked wheels and pivoted from the roof of a cabinet. Each wing pulls out easily in an arc and lies snug against the cabinet, to give, the makers say, 100 per cent visibility and accessibility. A gentle push—and the wing swings back into the closed position. Each unit will take normal shelf loading. They are dust protected and can be fitted with locks.

They have a seemingly endless application in industry and commerce. One system, installed in a library, is claimed to store four times as many books as the previous standard gangway shelving. The system illustrated is for office use, but this method is easily adapted to the storage of components and materials in a workshop. Since the wings will swing either to the front or rear of the cabinet, the units can be built into the wall to give easy access from either side—from the executive's office to his secretaries, or from the store room to the men at the bench.

Literature and technical data on the systems can be had from the address below.

Pivoted Wings (Holdings) Ltd., Coventry Works, Hodson Street, Blackburn, Lancs.

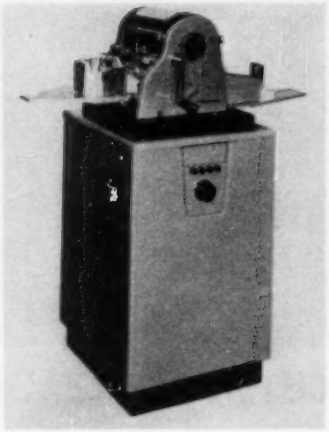
CONTROLLED AND AUTOMATIC INKING

THIS electrically-operated rotary stencil duplicator (the *E.R.2*) has several interesting features. It incorporates a copy-controlled inking system, said to be the only completely automatic inking device fitted to a British duplicator. The inking cylinder is of perforated, welded steel. The ink is picked up from the reservoir (the surplus removed by a blade on the trailing edge) and deposited in a uniform film over the whole surface of the cylinder. Only the exact amount needed for one copy is removed at each revolution, and ink flow, therefore, is controlled by the copy—so all copies *must* be exactly alike.

Printing speeds range from 40-100 copies a minute, governed by the movement of one control, and balanced pressure keeps copies even and regular. Printed copies are automatically counted; when the required number of copies has been printed, the feed mechanism is automatically suspended and the motor shut off.

The feed tray will hold at least one ream of heavy substance paper and print from a bulk supply. The paper stacking arrangement has been designed to assist double-sided work, while paper feed is silent and, say the makers, ensures perfect registration. The cylinder can be changed easily for multi-colour work.

Guaranteed for ten years, the *E.R.2* is mounted on a streamlined metal cabinet which accommodates the motor and drive, as well as supplies. Concealed lighting is provided, the motor is ¼ horse-power and a flexible reading lamp is supplied.



Ellams Duplicator Co. Ltd., 5 Dean Street, London, W.1.

SMOOTH AND TOUGH

'CARNIVAL,' a new plastic-felt floor covering, incorporates inlaid colour design and smooth surface. The design is in contemporary colours and is guaranteed to last the whole life of the plastic surface.

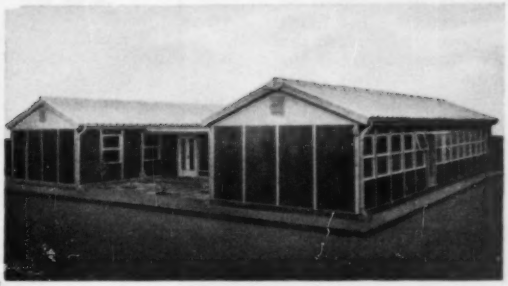
The P.V.C. surface of 'Carnival,' say the makers, is non-slip, it will not crack, resists oil and grease and is proof against water and acid.

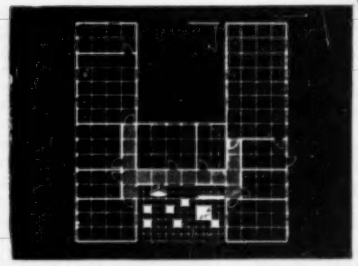
Hardura Ltd., St. Lawrence Mill, Great Harwood, Lancs.

MOBILISING EQUIPMENT

STANDING twenty-five inches high, with a top tray sixteen inches square, this new *Hilson* office trolley has been designed to mobilise your

Reflecting the best in contemporary architectural design, 'Middlesex' Prefabricated Buildings, with their large windows and attractive finish, provide a ready-made answer to most problems involving temporary or semi-permanent accommodation.





Architect designed 'Middlesex' Buildings utilise the minimum number of standard components—pre-assembled complete with linings and insulation, and all fittings. Supplied in a variety of interior and exterior finishes, the 'Middlesex' System allows for economical, flexible planning on a 2 ft. grid.

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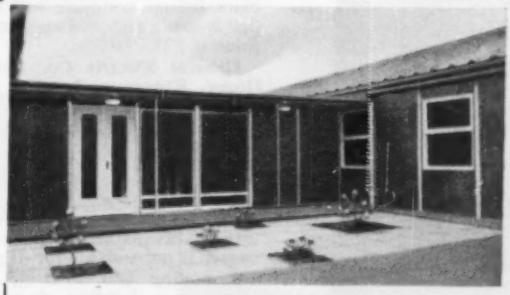

Illustrated brochure giving full details of the 'Middlesex' System available on request.

'Middlesex' Weatherboard Sectional Timber Buildings also available—send for details.

M

'Middlesex' Prefabricated Buildings

All enquiries to : Prefabricated Structures Di vision,
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Green Lane, Hounslow, Middlesex. HOUnslow 7281-7

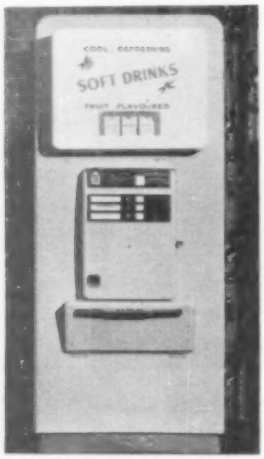
office equipment and to save valuable desk space. Made of solid mild steel (welded construction), it is said to be strong and easy to handle. The finish is mottled beige stove enamel, and the retail price is £4. It can be used for dictating and adding machines, files, telephones, etc. The illustration shows it holding a Grundig Stenorette dictating machine.

Hilson Wire Products Ltd., Shentonfield Road, Sharston, Manchester.

Canteen

SOFT DRINKS ON TAP

THE Vendo division of Joseph Sankey & Sons, one of the newer names in automatic vending, have introduced this vender for non-carbonated soft drinks. Of similar design to its sister machine, the Vendo milk vender, this machine has a stove enamel finish in orange and green and holds three



selections of soft drinks delivered in cartons, pre-cooled to between 38 and 40 degrees F. The vending mechanism is built of aluminium and stainless steel.

Joseph Sankey & Sons Ltd., Vendo Division, Hadley Castle Works, Wellington, Shropshire.

Welfare

SIMPLE INCINERATION

DESIGNED for the personal use of up to 50 women, the *Sanfire Minor* wall-mounting incinerator is aimed to provide an efficient, hygienic and economical method for disposing of sanitary wear.

Operation is simple: the towel is inserted through a flap door and a single control knob is turned. The control knob moves automatically to the "off" position, allowing sufficient time for complete incineration; full

instructions for use are given on the incinerator cover, and a red light shows when the incinerator is in operation. The long-life, solid-rod heating element operates at low voltage and is made of a metal with a high corrosion resistance. It ensures complete destruction of the charge and removal of smoke through a suitable flue.

Easy to clean, the *Sanfire Minor* is stove-enamelled in gleaming white with black fittings, complete with ash drawer that is easily removed and emptied. List price is £25.

General Electric Co. Ltd., Magnet House, Kingsway, London, W.C.2.

WATER COOLERS

LIGHTFOOT automatic drinking-water coolers are available in three designs. The bottle type (below, right) is for use where no mains pressure water is available or where the water supply is not suitable for drinking without boiling and filtering. Water is stored in a 5-gallon glass bottle. As cool water is drawn off, fresh water is fed by gravity to the thermostatically controlled refrigerated storage tank. The chromium-plated tap is of the push-button type, gravity fed, fixed above the withdrawable waste water receptacle, also chromium plated. The top of the cooler is in heavy-gauge mild

steel, finished in high-quality vitreous enamel, for maximum rigidity and long life.

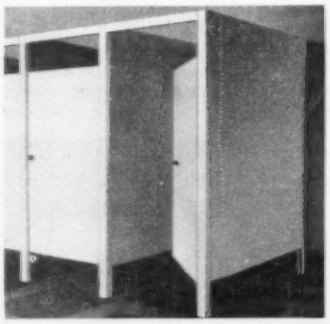
The pressure type, Mark IV (left) is for premises where mains pressure supply *is* available. Cooled drinking water is pressure fed in jet form from the chromium-plated press-button tap on the basin and is controlled by a constant pressure-reducing valve giving a uniform flow for all main water pressures between 5 and 80 lb. per sq. in. The basin is of cast iron, hygienically finished in high-quality vitreous enamel. It is designed to give a quick fall to the grilled drain.

Another design—the 12-gallon B.V.O. type—is designed for commercial applications where dependable operation in all climates is needed. Like the previous models it is thermostatically controlled, sturdily built and completely self-contained. Drinking water is gravity fed from two chromium-plated push-button taps, situated above the stainless-steel waste tray. The make-up water for the refrigerated tank is controlled by a pressure-type ball valve, and the cooler is suitable for connecting to a low- or high-pressure water system.

Lightfoot Refrigeration Co. Ltd., Abbeydale Road, North Circular Road, Wembley, Middlesex.

EASY-TO-BUILD TOILETS

JUST introduced are these very simple but effective toilet cubicles consisting of steel pillars and panels interlocked. Any number can be grouped together and can be quite easily assembled by unskilled labour. The only preparation needed is for two



simple stud plates in the walls and a floor cup for the pillar base. Each is fitted with a standard locking device. Finish is in stove-enamel green or optional if other colours are wanted.

Speedwell Gear Case Co. Ltd., Tame Road, Witton, Birmingham, 6.

WHITE SERVICE

THE Sketchley Overall Service has announced an extension to its white overall service. Firms can now have as many "white-coated" workers as they

DUCKHAM'S

A·S·C

ANTISEPTIC SKIN CLEANSER

The use of Duckham's A.S.C. for speedy, economical and complete cleansing of hands after work is an essential safeguard — a safeguard encouraged by management and appreciated by the worker.

cleans dirty hands

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London, W.6.

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wish, so long as their work presents no special problems at the cleaning plant. This development has taken place to meet the growing demand for white overalls in workplaces where there is no heavy soiling.

Sketchley Dye Works, Old Basford, Nottingham.

Health

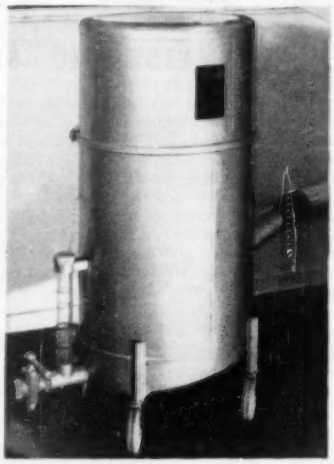
AEROSOL KILLER

AT the time of writing, bad weather generally seems to have kept the insects at bay. Another way of achieving the same object (if the weather deigns to grow more encouraging) is to use the *Secto* aerosol—a killer, say the makers, as far as moths and crawling insects are concerned. It contains strobane, which is said to give fabrics a moth-proof protection for up to two years. It is completely non-staining and, for the price of 5s. 6d. per aerosol, will give you equally effective protection against beetles, cockroaches and other nauseous crawlers.

Secto Company Ltd., Shaw Street Works, Blackburn, Lancs.

CYCLONE DUST COLLECTOR

AN entirely new method of water washing is incorporated in the *Bahco* Wet Cyclone which the makers call "an ingenious unit type dust collector". As it enters the body of the washer the inlet branch is immersed in a water bath so that the dust-laden air and water are sucked up by the vortex formed by the cyclone. The water is vaporised and large quantities of water droplets, travelling at high speed and turbulence, create an intense washing action. An eliminator plate on the outlet of the cyclone returns the water and dust (which is now thoroughly wetted) to the water bath. The clean air travels on upwards, passes through a metal filter to remove any last traces of dust and water, and is finally discharged.



GUNNING FOR INSECTS

The range of powdered insecticides (Derris Dust, D.D.T. Dust and Flea Beetle Dust) manufactured by Pan Britannica Industries Ltd., Waltham Abbey, Essex, is now available in "dust gun" packs—cylindrical cartons in two sizes which serve as dust applicators without any additional fitting or adjustment. They operate on a vacuum principle, puffing the dust through two angled nozzles.

"Gentlemen—we'll get the skilled staff we need by advertising in the

DAILY HERALD

A classified advertisement in the DAILY HERALD works wonders—for it's seen by over 3,000,000 skilled work-people who are included in a total readership of 5,744,000. It is the quick, easy, and economical answer to the problem of finding the skilled staff you need. For immediate insertion ring TEMPLE BAR 1200 (ext. 452/6) or Manchester Central 3232 (ext. 75).

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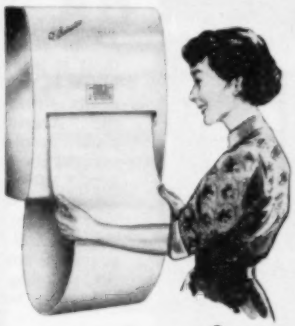
CLASSIFIED ADVERTISEMENT MANAGER, DAILY HERALD, Acre House, Long Acre, London, W.C.2 or 2/4 Oxford Road, Manchester, 1.

Towel Trouble ?



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Is the incidence of Dermatitis in Industry declining?

No! The Annual Report of the Chief Inspector of Factories indicates that dermatitis in industry is not lessening. Yet the incidence can be controlled by using the appropriate Rozalex Barrier Cream for the work involved. These barrier creams have been accepted as the standard preparations for over 25 years by those concerned with occupational health. The severity of the risk varies with the trade, but in all occupations there is need for protection and cleanliness. Full technical resources are available on request to Rozalex Limited, 10 Norfolk Street, Manchester 2.

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FIRST CLASS WORKMANSHIP

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BRIGGS INDUSTRIAL FOOTWEAR LTD.

17-23 DOVER STREET - LEICESTER

absolutely clean and dry, back into the workshop. The collected dust can be discharged as sludge through a valve at the bottom of the tank.

The centre of the cyclone unit is of stainless steel, while anti-corrosive paint protects other parts which are in contact with water.

Features claimed by the makers are low water consumption, constant efficiency (there are no bag filters to become clogged), simplicity of design and low installation cost. It can easily be wheeled to any position in the shop, and can be fitted with advantage to any machine which produces dust.

Prat-Daniel (Stanmore) Ltd., Whitecroft, Nailsworth, Stroud, Gloucestershire.

Efficiency Aids

NIMBLE STEERING

FOR this *Slingsby* tugbar truck, the manufacturers claim that it is the only tugbar unit available that can be pushed backwards with the handle upright—ideal for making tight turns and manœuvring in confined spaces. The ball head is positively locked into the cup and cannot inadvertently separate, thus avoiding danger to both personnel and load. To disengage it is necessary merely to depress the foot lever. The handle can be locked in three positive positions for ease in pulling or pushing. This gives a high degree of mobility and allows precise positioning of the load.

The system is said to be unique in that one operating unit serves any number of platforms *of any size*, and it can be extended indefinitely at comparatively small cost. Thus customers can adapt the unit in practically all cases to their existing platforms.

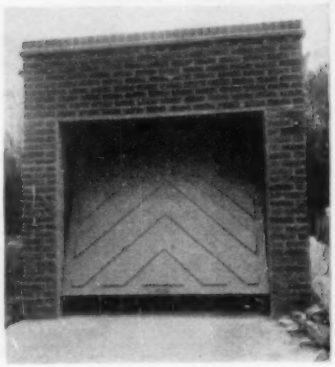
An extra safety advantage is that the platform remains steady without creep during loading and unloading. The platforms, when not in use, can be stored upright to save space; they are easily moved on their own wheels to the point of storage.

H. C. Slingsby Ltd., 89, 95 & 97 Kingsway, London, W.C.2.

PLASTIC DOOR

BELIEVED to be the first of its kind in Britain, this reinforced plastic door is primarily intended for garages, but it is equally suitable for industrial sheds, storerooms, etc. The door is of the "over-the-top" type, and is supplied complete with gear. A slight pull on the door handles sends the door gently upwards, completely clearing the vehicle or stores inside.

It is light and manœuvrable, is rotproof, and can be stained to the required colour during manufacture—no painting needed. Because of its lightness (between 50 and 60 lb. it is



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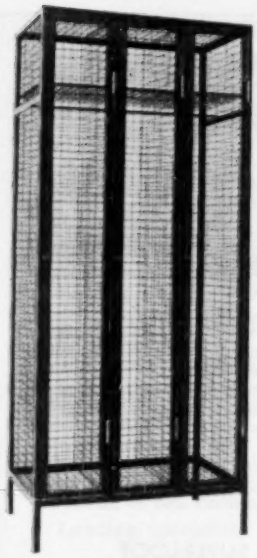
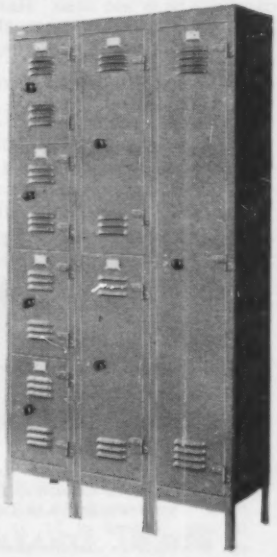


An Important Amenity

Friction between employees and confusion at going-home time may be avoided by providing separate receptacles for clothes and personal belongings. Such provision is also important in the interest of hygiene. 'Harco' Clothes Lockers provide the answer. They are made in sheet metal or wirework, in nests of up to five in one unit, with short or full-length compartments as required.

Steel lockers are fitted with 6-lever locks which can differ up to 1,600, wirework lockers carry hasps and fasteners for padlocks. Height of both types is 72 in.



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IN WIREWORK OR SHEET METAL

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A NEW CATALOGUE

This comprehensive Catalogue, published by the Pioneers of Industrial First Aid, includes a section summarising British First Aid Regulations. It is available free to purchasers of First Aid equipment *who apply on their Company's letterhead, and refer to this journal.*

CUXSON, GERRARD & CO. LTD.

OLDBURY, BIRMINGHAM

Established 1878

'Phone: BROadwell 1355

'JELTEK' IN INDUSTRY

The South Eastern Electricity Board is one of a large number of industrial undertakings who specify 'Jeltek' Donkey Jackets. Our new Brochure and Price List, besides illustrating the full range of 'Jeltek' Donkey Jackets, Duffle Coats and P.V.C. Waterproofs, gives details of the 'Jeltek' Photostatic Branding Process used by Seeboard. Send for a copy TO-DAY!

JELTEK LIMITED

(Formerly the 'Jeltek' Division of J. E. Lesser & Sons Ltd.)

Green Lane, Hounslow, Middlesex

(HOUnslow 7281-7)

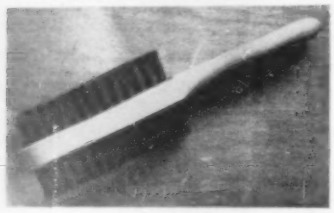
JELTEK

a lot lighter than a wooden door of the same size) its top guide track is simpler than that normally used for "over-the-top" gear and smaller counterweights are used. Hard rubber guide rollers are used throughout.

It is 7 ft. square, can be securely locked, and is easily fitted by a handyman or unskilled labour. Price, complete with gear, is about £33. Various colours are available.

Coburn Engineers Ltd., Coburn Works, Peasmarsh, Guildford, Surrey.

TWO TOOLS IN ONE

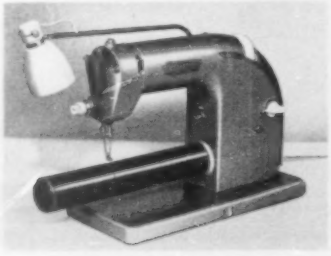


Designed for almost every type of welding job, as well as more general uses in industry, the new "TT" welder's brush is two tools in one. Priced at 5s., it consists of a single wooden stock with shaped, hard beechwood handle. For all normal flat welds (before and after preparation) one side is filled with forty tufts of tempered upright steel bristles in three rows. The other side has thirty-nine tufts in three rows, converging to a single line of densely concentrated bristles. This is designed for corner or fillet welds. Makers are Rockweld Ltd., Commerce Way, Croydon, Surrey.

FOR QUICK REPAIRS

THIS new high-speed mending machine, the *Kolibri Z 101*, was designed in Germany specially for use in repair shops, hotels, hospitals and similar institutions where running repairs have to be carried out. Its industrial uses would seem to include repairs to overalls and aprons, table linen in the canteen and blankets in the first aid room.

The job is performed on a cylindrical mending arm of 48 mm. (approx. 1⅞ in.) diameter. The minimum distance between needle and end of mending arm is 10 mm. (approx. ⅜ in.), but can be increased by means of an extension piece to 65 mm. (2 9/16 in.) so that even long rents can easily be repaired. For mending woollen cloths, a matching yarn from a loose clue can be run through the additional eye provided.



Available as extra equipment are: a push-on table for mending non-tubular textiles, an adjustable sewing light, and a carrier for ten yarn tubes or balls. The desired colour of the yarn is set by rotating and "clicking-in" the carrier.

Arno Lohmüller K.G., Kolibri-Textilmaschinenbau, Berlin-Friedenau, Südwestkorso 3, Germany.

Safety

LEATHERJAC

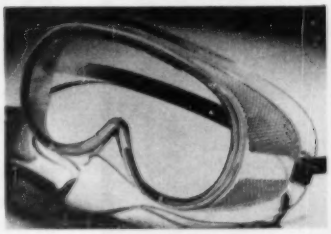
ADDING to their range of donkey jackets, Jeltek Limited (formerly the Jeltek Division of J. E. Lesser & Sons Ltd.) announce their new *Leatherjac*. It has been specially designed to meet the need for an economically priced protective jacket for sewer and tunnel workers. The makers claim that it will give long, lasting service under the most arduous working conditions.

The basic garment is in 30-oz. Blue Melton, has a Prussian storm collar, and is fitted with four buttons and two outside patch pockets. Supple chrome leather reinforces the whole of the sleeves, the full length of the back, and

shoulders to six inches down the front. This is said to offer good resistance to abrasion and hard usage, so the jacket would be equally suitable for outdoor workers handling coal or refuse, etc.

Jeltek Ltd., Green Lane, Hounslow, Middlesex.

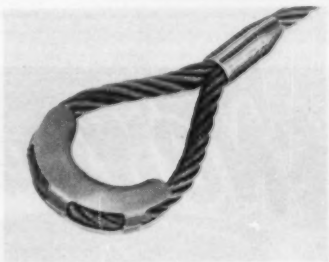
PANORAMIC GOGGLE



The "1000" P.V.C. goggle, by Northide Ltd., Impervia House, George Street, Hyde, Cheshire, weighs only 2½ oz. It gives panoramic vision, is perfectly ventilated, say the makers, and easily accommodates ordinary spectacles. A pliable frame offers absolute comfort. The eyepiece is interchangeable, and extra safety features claimed are a resistance to chemicals and to flame.

SUPERLOOP

THIS is a new type of wire-rope sleeve, known as *Superloop*, which enables most six-stranded ropes to be mechanically spliced with every success. It is at least as strong as a well-made hand splice and tests have proved it particularly suited for the hard-worked sling. It is also lighter, slimmer and much easier to handle than other types of mechanical splice.



British Ropes Ltd., Doncaster, Yorkshire.

OFFICIAL APPROVAL

PANORAMA EQUIPMENT LTD., makers of the *Draeger* semi-mask 74/545 (reviewed July, 1956), announce that the mask has been tested and given official approval by H.M. Inspector of Factories. A licence has been granted, which, say Panorama, makes this the only mask in Great Britain to carry a licence to both Ministry of Labour and Ministry of Power specifications for protection against particles of dust in the dangerous size range of 0.5 to 5 microns.

Panorama Equipment Ltd., Panorama House, 29-36 Seymour Mews, Wigmore Street, London, W.1.

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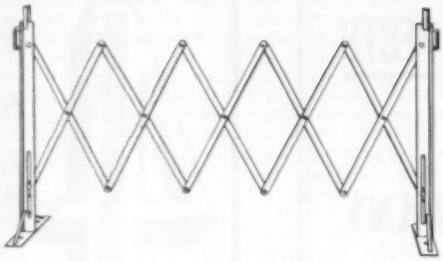
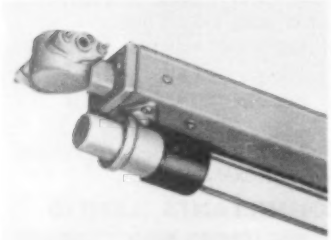
DESIGNED FOR SAFETY AND ECONOMY



This expanding barrier, called the Robar has been designed to cut the cost of protecting road repair and general excavation work by eliminating the need for timber and ropes. Priced at 64s. 6d each, the barrier is of rugged welded construction to give it a long life. It weighs 40 lb., expands to 8 ft. long by 2 ft. 8 in. high, and stows into a small space when not in use. Neat and tidy in appearance, its bright red and white colouring stands out as a warning device—Jack Flaherty & Co. Ltd., Wellcroft Street, Stockport, Cheshire.

Lighting

DUST-PROOF FITTING



ORIGINALLY designed for mines roadway lighting and general industrial applications, this dustproof 5-ft. single-lamp fluorescent fitting is claimed to be specially suitable for textile mills and timber mills. It consists of a sealed box section metal channel which houses 80-watt switch start control gear. It has a "T" entry armoured cable box at one end, or "through entry" armoured cable boxes at each end. The lamp is protected by a Perspex cylinder supported at each end by silicon aluminium castings bolted to the gear channel. A stove-enamelled steel reflector can be supplied as an optional extra.

The gear channel is made from heavy gauge sheet steel, electro-tinned and finished in stove-enamel grey. Neoprene sleeves provide a seal between the cylinder and the aluminium end casting. By loosening two screws at the relamp end of the fitting the end cap can be removed, exposing the free BC lampholder. List price is £18 10s.; a set of 80-watt switch start control gear costs £3 10s., and the stove-enamelled white steel reflector costs a further £2 9s. 6d.

A.E.I. Lamp and Lighting Co. Ltd., 18 Bedford Square, London, W.C.1.

New Trade Lists

Catalogue of Wheels and Castors—from light factory trucks to the heaviest works trailers. *Angel Truck Co. Ltd., Meteor Works, 215-219 Albion Road, Stoke Newington, London, N.16.*

Catalogue of *Glenhill* office furniture *J. E. Lesser & Sons Ltd., Green Lane, Hounslow, Middlesex.*

Supplement to Catalogue No. 156—*Fleming Safety Equipment, 146 Clerkenwell Road, London, E.C.1.*

Blick Time Recorders Ltd. (96-100 Aldersgate Street, London, E.C.1) have issued three new leaflets—the Blick automatic programme unit, the Blick standard time recorder and the fully automatic standard.

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The equipment reduces the clearance of pipes to the simple job of turning a handle. Any member of the maintenance staff can use it. There is work for a "Sani-Snake" wherever pipes are in use.

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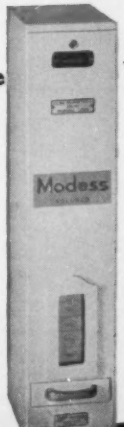

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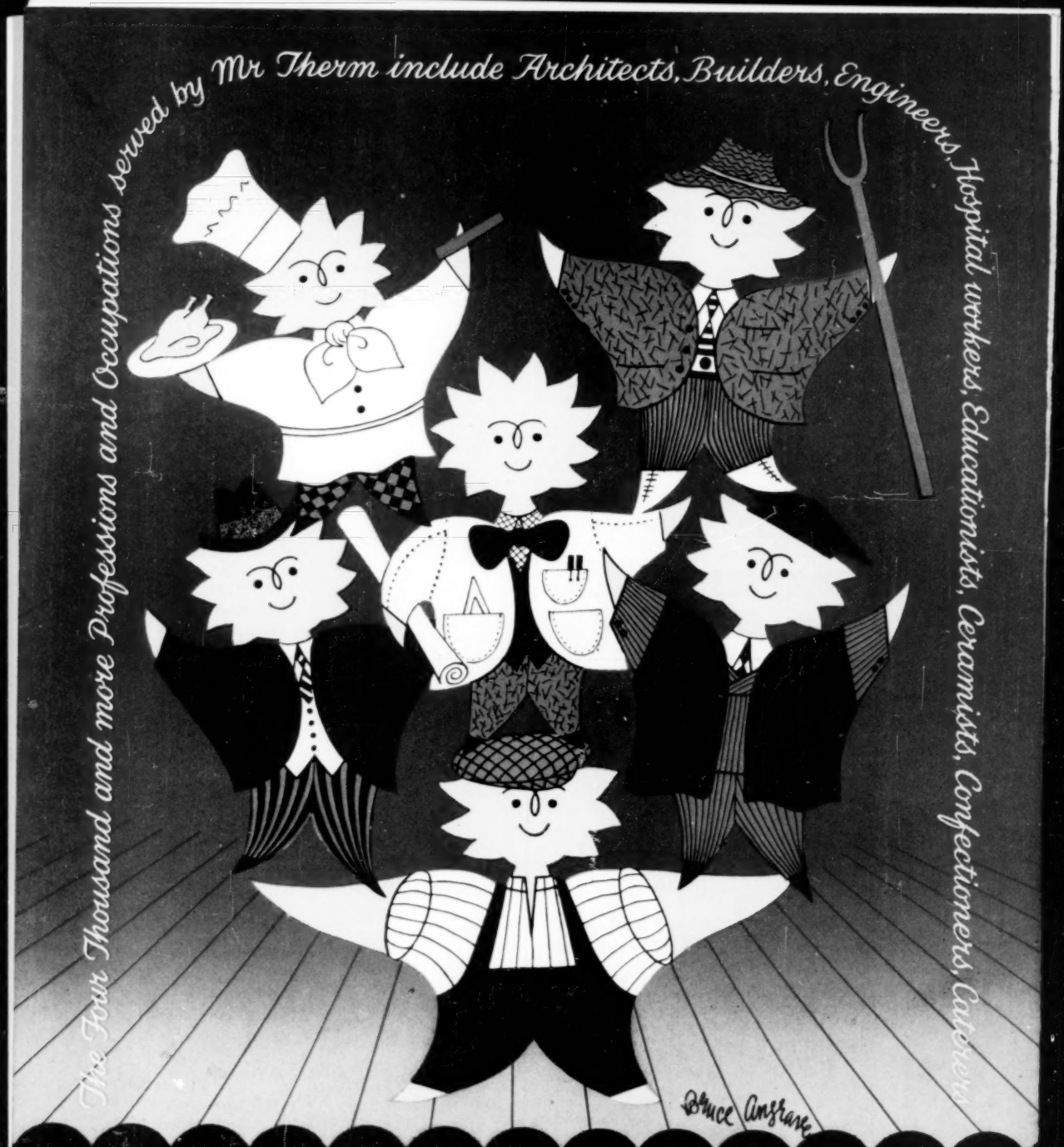
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